Texas Workforce Commission

Report on Senate Bill 280, 78th Legislature, Regular Session

Integration of Service Delivery, July 2006

TEXAS WORKFORCE SOLUTIONS

Final Report on Senate Bill 280: Integration Pilot Projects

Background

Senate Bill (SB) 280, enacted by the 78th Texas Legislature, Regular Session (2003), amended Texas Labor Code, Chapter 302, Subchapter D to require greater integration of federal block grant programs administered by the Texas Workforce Commission (TWC) and the Local Workforce Development Boards (Boards). The law targets four locally operated programs: Temporary Assistance for Needy Families (TANF) Choices, Child Care, Workforce Investment Act (WIA), and Food Stamp Employment and Training (FSE&T). It also directs TWC to seek any necessary waivers of federal requirements in order to support integration efforts. Building on the direction given in state law, TWC has integrated other services, such as Project Reintegration of Offenders (Project RIO), Trade Adjustment Assistance (TAA), and Wagner-Peyser Employment Service (ES), and continues to seek opportunities to request waivers that will improve service delivery. Only by examining the full array of workforce services can the Texas workforce system leverage its resources to develop integrated workforce solutions, as intended by state law.

As a follow-up to the January 2005 report to the Legislature entitled "Texas Workforce Commission Integration of Workforce Services," this final report sets forth the ongoing efforts to establish an integrated local service delivery system that addresses the needs of employers seeking qualified workers and job seekers pursuing employment.

As a result of an increased awareness of the importance of integrated service delivery, the local service delivery approach has shifted from one vested in administering categorical programs and serving only special populations to one offering a broad array of services meeting the needs of employers and job seekers. This has been a substantial undertaking given the complexity of each of these programs, which operate under federal, state, and local policies. Each program has funding constraints and reporting requirements that drive service delivery and impede achievement of a fully integrated approach.

Integration Pilot Projects

As directed by SB 280, pilot projects were developed in three local workforce development areas (workforce areas) to identify the best methods for integrating block grant programs and the caseworker functions associated with those programs. TWC approached these three pilot projects as an opportunity to understand and assess integration components within each workforce area.

Each of the three Boards developed an integration pilot project and incorporated various components designed to promote integration, such as intake, eligibility, case management, and follow-up. After examining each participating Board's model, TWC found that there were natural points of integration among these components of the service delivery process; however, no one specific model of integration was superior.

As a result of the pilots, the participating Boards have made significant progress toward the development of an integrated service delivery system that addresses local needs. Detailed descriptions of each pilot were provided in the January 2005 report. Although the pilots have concluded, all three of the Boards continue to operate under these models. Following is a brief summary of each model:

- Texoma used highly cross-functional staff to integrate key job functions in case management and support services and to maximize resources. The Board provided a single point of contact for both eligibility and case management throughout the customer's experience with the Texas Workforce Center.

- Coastal Bend integrated key job functions of eligibility determination to streamline service delivery where appropriate.

- Gulf Coast integrated key job functions of case management for customers seeking workforce services. In addition, the Board employed a Financial Aid Specialist, who assisted customers requiring financial assistance to achieve their employment goals, and a Tracker to ensure ongoing eligibility for training, child care, or any other financial aid when such services required an eligibility determination.

The integration of caseworker functions and implementation of a "single point of contact" model remain a challenge in a system that, by its very nature, requires caseworkers to be familiar with the specific programmatic requirements for each individual program. Furthermore, the existing information technology system does not facilitate a single point of contact because the system is not intuitive in its understanding of the complexities of determining eligibility for multiple programs. The single point of contact model, as defined by state law, was intended to improve service delivery for job seekers. The integration pilots indicate that the creation of statewide models of integration with a single point of contact is problematic and could impede efforts to customize local service delivery. Enhanced automated solutions can support an integrated service delivery design, and bridge the knowledge gap faced by caseworkers who manage multiple programs.

Developing integrated services for job seekers cannot be accomplished in isolation. TWC believes that integrated service delivery occurs best when the Boards draw upon their own experiences to develop local models and tailor services to the needs of both employers and job seekers in their workforce areas. And while state law focuses on the integration of job seeker services, TWC's vision is to advance a workforce system responsive to employer needs for qualified workers, as it seeks to employ a market-driven approach with the employer as the primary customer. Such a vision addresses not only the needs of employers, but also the needs of job seekers pursuing permanent, stable employment.

State Support for Local Integration

For several years, TWC has been working to support integrated service delivery at the local level. During this time, TWC has undertaken and continues to undertake initiatives to facilitate and inform the move toward integration and improved service delivery.

Integration Business Process Redesign

As an outgrowth of TWC's charge to modify and develop its programs, rules, policies, and procedures, TWC has established an Integration Business Process Redesign (IBPR)—a major system redesign process to align policy, rules, and data systems to meet local needs. The redesign will focus first on the development of policies and rules that support maximum integration of workforce services. Key to the first stage of the IBPR is an analysis of the various locally developed systems that support customer flow and local management processes. From this analysis, common components of service delivery will be identified. This effort will inform the second stage of the IBPR, which will develop a single user-friendly automation system that supports the various local approaches to customer flow, service delivery, and case management. The goal of the IBPR is to create an efficient automated system that will allow Boards and Workforce Center management to better leverage their staffing and financial resources to provide improved customer service to employers and job seekers. The IBPR is a collaborative effort—with input from the Boards, their contractors, and TWC—that will generate improved processes and functions that support an integrated system. The IBPR plan, outlining critical next steps that TWC is taking in support of integrated service delivery, is included as an attachment to this document.

Board Planning Process

Texas Government Code §2308.304 requires each of Texas' 28 Boards to submit strategic plans to TWC. Boards must include an operational component that describes their anticipated approach to integrated service delivery and their goals in meeting the needs of all stakeholders and customers in their workforce area. TWC recently reduced the planning cycle from five years to two in order to encourage strategic planning, while promoting responsiveness to changing economic conditions and priorities. Furthermore, the planning process has been simplified and streamlined to allow each Board the flexibility to design its service delivery structure within federal and state requirements. In its plan, each Board describes its approach to integrated service delivery that meets the demands of employers and job seekers and any planned improvements to maintaining a market-driven system with employers as the primary customers. Boards must describe co-enrollment strategies that maximize resources by integrating service delivery. Plans must also include descriptions of how each Board will coordinate the array of services to meet the needs of priority groups, like veterans, while maintaining a suitable and sustainable level of service for all customers.

Common Measures

Because Boards are responsible for providing many federal and state employment and training program services and are accountable for the success of customers, service delivery is partially driven by performance measures. Programs with different measures of success require different means of management, creating inconsistency in the level and type of service provided. While federal WIA measures are primarily outcome-oriented and include, for example, entered employment performance measures, TANF Choices measures are process-oriented, focusing instead on customer participation rates. Conflicting performance priorities hinders efforts to meet customers' needs because greater emphasis is given to managing to performance, rather than improving service delivery.

To address these siloed performance measures, TWC has taken multiple steps. TWC has submitted and received approval of a federal waiver allowing TWC to integrate the Boards' WIA contracted performance measures with Common Measures. Prior to the waiver, Boards had dozens of siloed performance measures, including the 17 statutorily required WIA measures. In this first year under the waiver, TWC has been able to contract integrated systemwide performance measures to the Boards.

TWC has requested an additional waiver from the U.S. Department of Labor (DOL) to modify TWC's state level performance reporting requirements. If approved, TWC will be required to report only Common Measures to DOL, rather than the 17 statutorily required WIA measures, other siloed performance measures, and the Common Measures. The requested waiver will allow for further integration of performance reporting across TWC-administered programs.

Coordination of Program Requirements: Choices/FSE&T and TAA/WIA

TWC has further pursued opportunities to integrate workforce programs serving similar populations, or with similar requirements. In 2003 and 2005, the Commission amended rules for FSE&T to create consistency with Choices rules. For example, FSE&T participation requirements were modified to align more closely with Choices participation requirements. In a similar effort, the Commission adopted rules requiring that trade-affected workers be co-enrolled in WIA Dislocated Worker services in order to promote the seamless integration and coordination of TAA services with WIA services. Streamlining eligibility and participation requirements across programs allows the Boards to tailor service delivery to customer needs and leverage their funding sources with increased flexibility.

Definition of "Veteran" Waiver

To better integrate service delivery at the local level, TWC is requesting to waive the WIA definition of "veteran." Federal law currently provides two different definitions for veterans for programs funded by the Department of Labor under29 U.S.C.§2801(49) and 38 U.S.C. §4211(4). Inconsistencies in definitions between workforce programs cause staff at the Texas Workforce Centers to focus on meeting specific program requirements, rather than meeting employers' needs in hiring qualified workers or putting people to work. TWC is requesting the flexibility to use the definition of "veteran" in 38 U.S.C. §4211(4) for applying the priority of service required by the Jobs for Veterans Act for all DOL-funded workforce programs. Approval of this waiver will result in increased efficiency and more equitable and consistent application of the federal priority of service requirement to veterans.

Texas Model for Wagner-Peyser Employment Service

The Texas Model was introduced in Fiscal Year 2003. Under this business model, state ES staff is supervised by Texas Workforce Center managers, ensuring teamwork, common goals, and better customer solutions, while maintaining the federal merit staffing requirement. This change acknowledged that the Boards were the primary agents in the drive toward further integration and could best determine how to leverage staff resources to achieve this goal. By shifting supervisory responsibility over ES staff from TWC to the Boards' contractors, TWC acknowledges that integration of service providers at the local level, regardless of funding source, produces greater resource availability and in turn, improves customer service.

<u>Conclusion</u>

The three pilot projects have demonstrated that no single model of integration works in a state as large and diverse as Texas. In fact, as evidenced by the pilots, local flexibility has allowed for innovative models to evolve naturally to accommodate the unique dynamics of each workforce area. The SB 280 integration pilots confirm the premise that local flexibility is a key factor in the development and delivery of workforce services.

However, this is not to say there are not commonalities that underpin Board efforts to implement an integrated service delivery model. The integration models operationalized common components (such as intake, eligibility, case management, and follow-up) differently. These local service delivery systems illustrate how different approaches support an integrated service delivery system. The findings also suggest that a single operational guide and associated cost-benefit analysis with statewide applicability is not feasible. Rather, these pilots have demonstrated that integration components exist across all Boards' service delivery models and may only differ in nomenclature.

While the aim of state law was improved customer service through a single model of integration, the pilot projects have shown that improved customer service is better achieved through various models of integration. Integrated services can still result in improved services as Boards move away from the traditional case management model to establish a flow of functions and services that mitigates the need for a single point of contact. As a result, TWC will not require the Boards to adopt the same service delivery model with a single point of contact. Rather, Boards will determine how they can implement customized service delivery models that address the integration needs of the population of their workforce areas.

The Integration Business Process Redesign (BPR)

Project Management Plan

Table of Contents

1. *Introduction*

This Project Management Plan is the controlling document for managing the Integration Business Process Redesign (BPR) project. The primary purpose of this document is to provide a resource for the project managers to have all of the standards and management processes outlined in one document, and to provide required reporting information to the Department of Information Resources when requested. It also provides a high-level summary of the project scope and objectives. The detailed business requirements for the project are documented in the deliverable expectations documents (see section 2.2) and the business requirements matrix, which is created in the first deliverable and updated throughout the project. This document also provides the project organization, with a description of the roles and responsibilities for each participant group.

Note that this document contains references to processes, templates and documents in shared directories on the R drive. The R Drive is used for the day-to-day project management and development of TWC projects. All processes, templates and documents that need to be used by, shared with and reviewed by the Integration BPR Steering Committee and Working Group members will be available on the project web site on the Intranet at http://intra.twc.state.tx.us/intranet/wf/html/bpr_project.html. To find the project web site from anywhere on the Intranet, click on Our Agency, then Workforce Development, and then Workforce Development Home. Under the Featured Links on the right side of that page, click Integration BPR Project.

1.1 Integration BPR Project Summary

The vision of the Integration BPR project was set at an October 2005 Visioning Session. The session was attended by a number of Local Workforce Board Executive Directors, Board staff, Contractor staff, and state-office staff responsible for Policy, Service Delivery and the BPR. The end product, after the BPR and the application development effort are complete, should be “an efficient, effective system that will allow us to meet our customers’, clients’, Boards’, contractors’, TWC’s and federal oversight agencies’ needs”.

Some examples of what the Executive Directors and other Visioning Team members expect this system to look like are listed below; more detail is documented in the business requirements matrix.

- Supports a holistic customer flow approach that is adaptable to customer circumstances
- Quickly adaptive – allows continuous incremental modifications
- User friendly
- Supports continuous quality improvement at all levels
- Designed from customers’ perspective
- Captures information once
- Provides timely, accurate information, including the data needed to manage at all levels
- Does not require staff or customer knowledge of programs
- Ensures data integrity and reporting integrity at all levels
- Allows Boards to adjust for local performance goals
- Integrates financials and allows reporting not just on the services but also their associated costs
- Allows Boards to make strategic, data driven decisions regarding all aspects of their business
- Supports local control of service delivery design

The BPR and subsequent application development will be a collaborative effort, involving the Boards, their contractors and TWC. Activities described throughout this document are inclusive of all groups, and not restricted to TWC or the project team.

The project is divided into two phases:

Phase 1: Business Process Redesign (BPR)

Conducting a BPR before designing the automated system will ensure that the resulting system has the flexibility to support various local approaches to customer flow, service delivery and management, instead of the system driving or inhibiting the local business processes. It will also allow TWC to analyze and potentially reduce the minimum requirements imposed by the state by recommending changes to rules, policies and procedures.

We are first focusing on how services are delivered locally, understanding that there is no single model for integration or customer flow. By understanding the variety of locally developed systems that support the customer flow as well as the Board and workforce center management processes, such as finance and reporting, we expect to find key elements and common components of service delivery from which to structure TWC's program policies and procedures, and from there, create an automated system that flexibly supports the locally driven business processes.

Phase 2: Application Development

During this phase of the project we will develop a user-friendly system that supports the various local approaches to customer flow, service delivery and management that were identified during the BPR. The system must be cost effective, efficient and easy to maintain. Some examples of automation requirements that the Executive Directors expect this system to include are listed below; more detail on automation requirements will be gathered and documented in the business requirements matrix throughout the BPR.

- Flexibility and capability for Boards to extract data and customize management reports necessary for evaluating the effectiveness of service delivery at the local levels
- Flexibility and capability for Boards to customize and add local performance measures needed for managing service delivery in their respective areas, in addition to federal and state performance measuring requirements
- Single point of data entry
- Data integrity at all levels
- Common data definitions
- Integration of all aspects of service delivery, including financial
- Easy to learn and does not require intimate knowledge of programs in order to provide good customer service delivery
- Ability to enter required data into the state's system through the use of off-the-shelf software, portals, or other means of system integration that may best serve the Local Workforce Board.
- Ability to communicate/interface with other state and local systems in a seamless and efficient manner

1.2 Phase 1 Deliverables and Activities

The Phase 1 Business Process Redesign will take a minimum of one year to accomplish and will include the development of the four deliverables described below. Time frames are approximate until the full scope is analyzed after the first deliverable, Future Business Processes.

Deliverable 1.1, Future Business Processes

The purpose of this deliverable is to document the desired way of doing business**, without regard to current automation**. This deliverable will take approximately eight months to develop and will require involvement from the Steering Committee, Working Group, SMEs (state and local) and other internal/external participants as necessary.

Some of the activities that will be undertaken as a part of the development of this deliverable are listed below:

- Gather information about the local and state business processes and how to improve (make more efficient or effective) business processes via changes to rule or administrative procedure through Steering Committee discussions, Working Group meetings, site visits and surveys.
- Work with the Steering Committee and Working Group to determine the commonalties and differences that the future business processes and automated system should support. Define and agree to the common business processes and elements, common definitions, and business requirements that support both the minimum program requirements and local flexibility.
- Research best practices and lessons learned from public or private industry (hospitals/banking/state agencies/military/universities), especially in regard to managing varied funding streams, data management, open architecture and security. Integrate appropriate best practices into the BPR in a manner favorable to the mission.
- Review local systems and procedures to identify requirements, work-arounds or processes that should be included or resolved in the future business processes.
- Identify additional features that improve customer service, integration, flexibility or efficiency. Ensure strict system security and privacy while allowing linkages and interfaces with external systems.
- Minimize required data, provide Boards with the ability to add optional data elements specific to their area, ensure a single point of data entry and provide the maximum ability to retrieve data. Promote paperless business processes as appropriate.
- Review laws, rules, regulations and guidelines to determine the minimum federal and state requirements, in order to lessen the amount of required data collection without limiting local flexibility.
- Recommend rule changes and/or waiver requests that eliminate differences between funding streams, reduce complexity, and enhance service delivery integration, in order to lessen the amount of required data collection. Boards will be asked to identify policies and procedures that are preventing their respective areas from becoming fully integrated.
- Identify quick wins that require little or no automation.
- The project will incorporate knowledge previously gained from the Child Care BPR and the SB280 Integration Pilots.

Deliverable 1.2, Gap Analysis and Revised Future Processes

The purpose of this deliverable is to review existing systems and ensure that no critical components were omitted from Deliverable 1.1, Future Business Processes. This deliverable will take approximately three months to develop and will require heavy involvement from the Technical SMEs for the TWIST, WorkinTexas.com, Child Care, Unemployment Insurance and Financial Accounting and Reporting systems. The Steering Committee and Working Group will review the identified gaps, add any additional gaps, and then assess whether to include each gap in the future business processes.

Some of the activities that will be undertaken as a part of the development of this deliverable are listed below:

- Review the current systems and procedures to see if anything has been missed.
- Identify the differences and recommend to the Steering Committee whether to include or exclude in the future business processes.
- Update Deliverable 1.1, Future Business Processes, based on outcome of the gap analysis.

Deliverable 1.3, Preliminary Automation Design

The purpose of this deliverable is to create a blueprint for a state of the art automated system that will support locally driven business processes in an efficient, cost-effective and easy to maintain format. This will ultimately decrease complexity to save time on training, daily operations and system maintenance. This deliverable will take approximately five months to develop and will require involvement from the Steering Committee, Working Group and SMEs (state and local) from both the Program and IT areas.

Some of the activities that will be undertaken as a part of the development of this deliverable are listed below:

- Create a high-level design of future integrated automated system(s) to support the future business processes.
- Expand the Business Requirements Traceability Matrix to include automation requirements.
- Create screen flow diagrams with a description of each screen.
- Create an interface overview. Identify potential interfaces or data upload (portal) capabilities with local systems.
- Identify changes to WorkInTexas.com (WIT), Unemployment Insurance (UI), Child Care (CC) and other systems (state and local) to conform to common definitions and business rules.
- Recommend the appropriate technical architecture to support the new system near the end of this phase.

Deliverable 1.4, Business Implementation Plan

The purpose of this deliverable is to plan the application development phase from both a technical and business perspective. This deliverable will take approximately two months to develop and will require involvement from the Steering Committee, Working Group and SMEs (state and local) from both the Program and IT areas.

Some of the activities that will be undertaken as a part of the development of this deliverable are listed below:

- Outline all steps required for designing, building and implementing new automation.
- Outline all steps required to implement the new processes from the business side, including training, change management and communication plans.
- Plan how to implement remaining quick wins.
- Determine requirements and cost of implementation at local and state levels.
- Prepare cost benefit/Return on Investment (ROI) documentation.
- Determine whether to procure fixed-price contract for next phase of project or manage in-house with contractors.

1.3 Project Scope

The following areas of the Texas Administrative Code will be included in the scope of the Integration BPR project:

- Child Care and Development (Chapter 809)
- Choices (Chapter 811)
- Food Stamp Employment and Training (Chapter 813)
- Unemployment Insurance (UI) (Chapter 815) – Only the interface/data exchange between Workforce and UI
- General Hearing (Chapter 823) – The Client Notification of Grievance Procedure
- Community Development Initiatives (Chapter 833) – The capability for both TWC and Board pilot projects to be tracked
- Workforce Investment Act (Chapter 841)
- Job Matching Services (Chapter 843) – Interface/data exchange between TWIST and WorkinTexas.com (WIT)
- Project Re-Integration for Offenders (RIO) Employment activities and Support Services (Chapter 847)
- Employment and Training Activities and Support Services for Dislocated Workers Eligible for Trade Benefits (Chapter 849)

The scope also includes reviews and analysis in the following areas:

- Employment Services (ES)
- Rapid Response
- Trade Adjustment Assistance (TAA)
- Financial - Review and streamlining of Funding Sources
- Veterans Services
- Performance Analysis & Reporting
- All interfaces/data being shared internally and externally with TWIST
- SB 280 Integration Pilot Study
- Child Care BPR
- Sub-recipient Monitoring (Contracts)
- Local Workforce Applications (Case Management, Customer Tracking, Financial Tracking, Program Management)

1.4 Customers and Stakeholders

The primary purpose of the workforce system is to serve the needs of employers and job seekers. The primary end-users of the Texas Workforce Network's applications are Local Workforce Development Boards (Boards), Board contractors, Child Care contractors, the Workforce Development Division and other divisions as necessary. The primary stakeholders include the Boards and their contractors, the Commission, and the entire Workforce Development Division. Additional information on the staffing and participation of these noted customers and stakeholders can be found on the project web site.

1.5 Project Assumptions

This section lists critical elements of conducting the project successfully and within the planned timeline.

- TWC Program staff: One program project manager will be assigned on a full-time basis and co-located with the project team. Subject Matter Experts will be made readily available to provide input on business requirements, recommend process improvements and to validate information documented in project deliverables.
- Boards and Boards' Contractors: Subject Matter Experts will be available to provide input on local business requirements, recommend process improvements and to validate information documented in project deliverables. Participation by the Boards and Boards' Contractors will be through participation in the Steering Committee, Working Group, Site Visits and through LiveMeetings, emails, conference calls, questionnaires and surveys
- Project Management Office (PMO) staff: The PMO project manager will be assigned more than half time and co-located with the project team. Systems analyst assignments will remain in place for the duration of this project.
- Project requirements will be determined early and change/enhancement requirements will be minimal.

1.6 Related Systems and Projects

The Unemployment Insurance (UI), Child Care (CC) and WorkInTexas.com (WIT) systems are all interrelated with the TWIST system. These areas will be analyzed and assessed for consolidation or improved interfaces to eliminate redundant data and ensure common data definitions.

Locally developed or purchased systems that support the customer flow approaches and the Board and workforce center management processes, such as finance and reporting, are interrelated with any future statewide system. These will need to be assessed for possible integration or data upload methods.

The information collected and documented in deliverables from previous efforts such as the Child Care (CC) BPR and SB280 Integration Pilots will be reviewed and leveraged in the Integration BPR Project. The Integration BPR project team will also work closely with the Unemployment Insurance (UI), WorkinTexas.com (WIT), Child Care (CC) and TWIST development and maintenance teams to ensure that our efforts are communicated and coordinated with their efforts. The Integration BPR team will strive to prevent any duplication of efforts and work towards ensuring that new requirements and processes added to the existing systems are captured and documented in the future business requirements, preliminary automation design and business implementation plan deliverables.

1.7 Project Standards & Templates

The project team will use all applicable project standards and templates located in the R:\Inet_Global\Standards & Templates directory. The PMO project manager has read and write access to the Inet_Global directory; all other project team members working on the day to day activities of the project have read-only access. The PMO project manager is responsible for ensuring that each team member receives training and adheres to the project standards.

The global standards and templates cover many topics, including the following:

- Project Management – project plans, issue resolution, risk management, etc.
- Project Phases – standards, templates and samples for each phase
- Workplace Procedures & Resources
- Writing and Deliverable Standards

All project stakeholders and participants will have access to project deliverables and supporting documentation through the project web site.

1.8 Other Reference Materials

- The eStrategy Plan, located at R:\Inet_Global\Resource Library\eStrategy Plan\
  - Business Cases – Section IV, Final Opportunities for Consideration
  - Description of Available Communication Resources – Appendix D, Communication Vehicles
- Child Care (CC) BPR resources
- SB 280 Integration Pilots

1.9 Definitions

Additional definitions and acronyms are available at R:\Inet_Global\Standards & Templates\Writing Standards\.

Term/Acronym	Definition
AD&M	Application Development and Maintenance
BOP	Biennial Operating Plan (for Capital Projects)
BPR	Business Process Redesign
CC	Child Care
IT	Information Technology
PMO	Project Management Office
ROI	Return on Investment
SME	Subject Matter Expert (See 4.2 – Roles and Responsibilities for additional information)
TAA	Trade Adjustment Assistance
TAR	Technical Architecture Review committee
TRA	Trade Readjustment Allowance
TWC	Texas Workforce Commission

Term/Acronym	Definition
Texas Workforce Solutions	The Texas Workforce Commission, 28 local workforce development boards and their service contractors work together to provide Texas Workforce Solutions
TWIST	The Workforce Information System of Texas
UI	Unemployment Insurance

1.10 Administrative Information

Project function codes	85% 8986-150 TWIST 15% 3670-150 Child Care
Program cost center	6671, Dep. Dir., Policy & Development
IT cost center	5315, Project Management Office (PMO)
Database view owner code	TBD – Phase 2
BOP Number	344

- All project stakeholders and participants will have access to project deliverables and supporting documentation through the project web site.
- The project's working directory is R:\Integration BPR. The project managers and the PMO director can request access for new project team members involved in the day-to-day activities of the project.
- **All** project files will be kept in the project directory on the LAN. Project team members may not have individual folders for working drafts; keep all work in the appropriate subject folder. Keep no files on PC hard drives or vendor/contractor laptops.
- Rules, procedures and helpful directories are at R:\Inet_Global\Standards & Templates\Workplace Procedures & Resources\.
- IT phone lists are at R:\Inet_Global\Admin\Phone Lists\.
- The project phone list is part of the PMO phone list at R:\Inet_Global\PMO Contact List.xls. To see only this project's contact list, use the data filters at the top to select Integration BPR as the Project/Unit.
- Organization charts for TWC, agency departments and projects are at R:\Inet_Global\Admin\Organization Charts\.
- The LAN directory structure for R:\Integration BPR and R:\Inet_Global is outlined in R:\Inet_Global\Standards & Templates\Project Management\Directory Structure & Doc Location\.

2. Deliverable Management

The project team is responsible for the development of each of the project deliverables based on the guidance and input from all stakeholders. A deliverable expectations document will be developed by the project team and submitted to the Steering Committee for review and approval before beginning work on each deliverable. The deliverable expectations document will provide detail on the content and format of each work product and activity.

2.1 Deliverable Numbering Convention

The deliverable numbers will consist of two numbers, separated by a dot. The first number will be the phase number; the second number will be the deliverable number. For example, the Future Business Processes deliverable for Phase 1 is numbered 1.1 and referred to as Deliverable 1.1, Future Business Processes.

2.2 Expectations Confirmation

An expectations confirmation document is required for each deliverable or major project phase. This document describes each activity and work product included in the phase and outlines the formal deliverable. This promotes early, detailed planning of the deliverable content and format, which streamlines the work effort and ensures the initial work product will substantially meet the reviewers' expectations.

Expectations templates are located at R:\Inet_Global\Standards & Templates\Project Phases (SDLC)\Expectations Confirmation.

2.3 Deliverable Review

Detailed, quality reviews are critical for successful deliverables and other project outputs. The review team requires a combination of local area knowledge, program knowledge, technical knowledge and experience with deliverable reviews. Each reviewer's perspective will vary based on their role; however, attention to detail is key for all reviewers. Failure to identify all requirements for the deliverable and all required changes could result in loss of quality, project delays and/or cost increases.

Changes requested by the review team must be documented carefully. The review process for each deliverable will be outlined in the Expectations Document.

2.4 Deliverable Acceptance and Signoff

The appropriate signatories may vary slightly for each deliverable. For example, the PMO Technical Oversight Manager should sign off on Proof of Concept deliverables, but is not necessarily required to approve other deliverables. Approvals will be recorded through Microsoft Outlook voting buttons.

The following chart indicates the primary signatory roles and responsibilities:

Title	**Name**	**Responsibilities as Signatory**
Steering Committee	Multiple	• Ensure that the deliverable follows the Steering Committee's direction, supports the overarching vision of an employer-driven system, and enables local flexibility and a variety of service models. • Confirm strategic direction and ensure minimum standards are met. • Ensure technical issues are addressed for local needs.

Title	Name	Responsibilities as Signatory
Workforce & UI Policy Project Manager	Patricia Gonzalez	• Primary responsibility for coordinating and gathering input from programmatic and functional areas for work products and deliverables • Update and gain approval from Steering Committee and management as required • Responsible for overall quality and accuracy of project work products and deliverables from a programmatic and functional perspective • Signify approval of all necessary program staff
Department Director, Workforce & UI Policy	Nicole Verver	• Member of the Project Management Team. • Provide additional program area approval beyond the project manager's purview
Deputy Division Director, Workforce & UI Policy	Reagan Miller	• Member of the Project Management Team • Provide additional program area approval beyond the project manager's purview
Deputy Division Director, Workforce Service Delivery	Mimi Purnell	• Member of the Project Management Team • Provide additional program area approval beyond the project manager's purview
PMO Project Manager	Cindy Gray	• Obtain Technical Architecture Review Committee approval when required • Responsible for overall quality and accuracy of all work products and deliverables • Primary responsible party for coordinating and gathering input from technical areas for work products and deliverables • Signify approval of all necessary IT staff
PMO Director	Leslie Howes	• Ensure product meets project standards • Review product for design quality, technical quality, readability and completeness
PMO Technical Manager (as needed)	Theo Mills	• Ensure technical risks are addressed • Ensure proof of concept solutions are adequately tested and proven • Ensure accuracy of technical information and adherence to coding standards

Title	Name	Responsibilities as Signatory
Database Administrator (as needed)	N/A	• Ensure design meets DBA standards

3. Project Management Processes

3.1 Project Plans and Schedules

The detailed project schedule and tracking spreadsheet is located at R:\Integration BPR\Project Management\Project Plans\ Integration BPR WBS Phase 1.xls.
Managers also use the Master Project Plan to ensure all appropriate tasks are identified in each phase. The master plan is located at R:\Inet_Global\Standards & Templates\Project Management\Project Plans\ Master Project Plan.xls.

All project stakeholders and participants will have access to project plans and schedules through the project web site.

3.2 Project Communications

Overall Communication Strategy

Involvement of the stakeholder community throughout the project lifecycle is a critical success factor for the Integration BPR Project. The project process will leverage technology and build in information sharing and solicitation processes throughout the project to ensure continued interaction with the stakeholder community. A project web site has been developed on the Intranet for project participants and can be located at http://intra.twc.state.tx.us/intranet/wf/html/bpr_project.html. The web site will be used during the lifecycle of the project for information sharing (project status, milestones, schedule, etc.) and to facilitate requirements gathering and work product review. Further into the project, the web site will continue to be used for status reporting and will also provide communications regarding training schedules and other product implementation/deliverable related information.

In addition to using the web site for information sharing, the Steering Committee and working groups with representatives from the stakeholder community will ensure direct involvement. Drilling down the business process definition to finer levels of detail is an example of the interaction that is planned. Communications and involvement with the stakeholder community will include on-site meetings in Austin, surveys, emails, conference calls, LiveMeetings, etc. Finally, there will also be requirements gathering and validation that will occur in field visits to Board and workforce center locations.

Status Reports

- Designated project staff will submit weekly status reports to the PMO project manager by noon each Friday. The template is located at R:\Integration BPR\Project Management\Status Reports\.

- The PMO project manager submits a consolidated monthly status report within one week of the month-end to project oversight, the Integration BPR Steering Committee, the IT Director, the PMO Director, and appropriate program staff. The report will be posted on the project web site and the project manager will send an email notification to interested parties when it's available. The template is located at R:\Integration BPR\Project Management\Status Reports\.
- The PMO Director submits monthly status summaries of all projects to the executive team, then to the Commissioners and their designated staffers on the following day. These reports are available for viewing at R:\Inet_Global\Project Management\Status Reports\.
- The PMO project manager\PMO Director submits a quarterly IT Project Update to the Commissioners and their designated staffers in advance of the Quarterly Commission Work Session. The template is located at R:\Inet_Global\Project Management\Meeting Agendas\IT Worksessions – Commissioners\. The quarterly IT Project Update for this project will also be posted on the project web site.

Meetings

- The project management team responsible for managing the day-to-day activities of the project meets from 9:00-10:00 a.m. each Wednesday. Additional meetings may be called if needed. The project management team consists of the Workforce & UI Policy management team and the PMO project manager and PMO Director.
- The PMO project manager participates in a meeting with the PMO project management team from 2:00-3:30 p.m. each Tuesday to ensure global consistency and to approve changes to standards. The PMO project management team includes the IT Director, the PMO Director, the PMO project managers and the PMO Design analysts.
- The PMO Director attends the Quarterly IT Work Sessions with the Commissioners.
- The Technical Architecture Review (TAR) Committee meets each Thursday at 1:30 p.m. The project manager need only attend if the project is on the agenda. The project team must present a project overview and outline the proposed architecture to TAR early in the project life cycle. Further presentations may be needed if further technical issues arise. The team must complete a Project Information Form (PIF) for disaster recovery purposes before the application is implemented in production.

Steering Committee

The Integration BPR project Steering Committee will meet once per month with additional meetings being called if needed. The members of this committee will provide the project with guidance and oversight, serve as change agent champions for the project, and serve as executive "project sponsors." They will assist the project team in securing appropriate resource commitments from the various program areas affected by, and participating in, this project. The Steering Committee will also direct the activities of the Working Group by developing the criteria that everyone builds to. The Steering Committee will develop a common understanding of the project and its goals so that the members can impart the same message and direction to all parties. Members who are not located in Austin may participate by telephone. The project team will email meeting materials to remote participants in advance and all meeting notes will be posted on the project web site. Membership information for the Integration BPR Steering Committee can be found at the same web site.

The steering committee meetings will include the following major activities:

Project Update

The project update consists of the project team updating the Steering Committee on progress, and will include the following:

- Summary of major project decisions
- Project management activities including staff changes
- Significant accomplishments since last meeting categorized by deliverable
- Significant accomplishments planned by the next meeting categorized by deliverable
- Budget review
- Cost/benefit analysis review for Phase 2 Application Development
- Identification of any risks that could impact the project schedule, scope, or cost

Steering Committee Direction

This part of the meeting focuses on discussion of Board Executive Director priorities and business requirements for the whole network. Meetings will be structured to obtain direction from the Steering Committee on upcoming topics to be addressed by the Working Group. The Steering Committee will provide the broad criteria that will then drive the Working Group and project team's development in that area.

Presentations

Presentations will be given on interim deliverable drafts to ensure that the development is aligned with the business needs previously given by the Steering Committee.

Additionally, some of the project deliverables may involve policy changes, cross-divisional issues and cultural changes, such as revised staff roles and responsibilities. Presentations during the course of the project will provide an opportunity for Steering Committee members to understand, question, and provide guidance to the project team on the proposed changes in business processes. This understanding and involvement will help committee members to champion the changes and ensure that the project outcome achieves buy-in from all stakeholders.

Issue Resolution

The Steering Committee is a formal voting body for resolution of issues requiring escalation. Issues that can affect the design, schedule, or scope of the system are documented using the formal PMO Issue Resolution template. Most issues are resolved at the project management level. There are times, however, when project stakeholders may not agree on a solution or do not have sufficient authority to make the decision and the issue must be escalated to the Steering Committee for resolution.

Change Requests

The project management team (Workforce & UI Policy and PMO) may approve change requests that have no associated cost and little or no schedule impact. The Steering Committee must approve change requests that impact the schedule or significantly alter the business functions. The Steering

Committee must approve changes that have associated cost. The appropriate budget authority must also approve changes with associated cost, if the total amended project cost exceeds the total approved budget. Change Requests are documented using the formal PMO Change Request template.

Working Group

The Integration BPR project will have a Working Group that will meet monthly, at a minimum, with additional meetings being called if needed. The primary purpose of the Working Group is to operationalize the vision of an employer driven system. The members of this working group will serve as change agent champions for the project and will assist the project team by providing input into the business requirements gathering and future business processes development. They will review project deliverables and validate the business requirements and future business processes. Members who are not located in Austin may participate via Live Meetings and email. The project team will email meeting materials to remote participants in advance.

Working group members may vary depending on the subject matter under review. Additional subject matter experts, ensuring that front-line staff expertise is made available, will be called upon as needed.

Membership information on the Working Group for the Integration BPR can be located at http://intra.twc.state.tx.us/intranet/wf/html/bpr_work_group.html.

Development of Project Deliverables

Participation will include, but may not be limited to the following:

- Attend meetings and workgroup sessions as required
- Discussions on how Boards and Boards' Contractors view issues related to integrated workforce service delivery and automated systems that support those services
- Identify needs and objectives, desired processes, and barriers encountered in current processes
- Identify the applicable laws, rules, regulations, policies and guidelines needing review
- Identify performance and management reporting requirements/needs
- Identify areas for process improvements and make recommendations on future business processes
- Provide recommendations for consolidation and integration of automated systems
- Identify integration issues
- Provide input on data requirements
- Provide content for entity relationships, processes and data models

Validation of Project Deliverables

Actively participate in walkthroughs of, and provide validation and feedback on, proposed future business processes and data models.

Change Management & Communication of Project Status

Will serve as change agent champions for the project and will ensure that project status and other relevant information is properly communicated and disseminated to peers and staff not actively serving in a formal capacity on the project.

3.3 Risk Management

The PMO project manager is responsible for ensuring the team identifies risks, carries out risk mitigation plans and for incorporating each risk avoidance or mitigation action into the overall project plan. The Steering Committee will be kept apprised of any identified risks.

This project uses the risk management processes and templates located at R:\Inet_Global\Standards & Templates\Project Management\Risk Management\. This project's risks are documented in R:\Integration BPR\Project Management\Risk Management\.

3.4 Quality Assurance

Quality assurance activities must be part of every phase of design, development, test and implementation.

The Quality Action Plan is located at R:\Inet_Global\Standards & Templates\Project Management\Quality Assurance\Quality Action Plan.doc. TWC's report to DIR on Quality Assurance is located at R:\Inet_Global\Standards & Templates\Project Management\Quality Assurance\Quality Action Procedures.doc.

The state Quality Assurance Team (SAO, LBB, and DIR) may request information about projects over threshold. There are examples of the Initial Risk Analysis Questionnaire and the Project Development Plan in R:\Inet_Global\Standards & Templates\Project Management\DIR Reports and Plans\. This project management plan is crafted to include the information required for the Project Development Plan.

3.5 Formal Issue Resolution/ Decision Making

Use the formal issue resolution process to document and track major decisions. This is not to be confused with risk management or routine decision-making activities.

Use the issue resolution process and templates located at R:\Inet_Global\Standards & Templates\Project Management\Issue Resolution\. This project's issues are documented in R:\Integration BPR\Project Management\Issue Papers & Issue Management.

3.6 Change Request Process

Change is any activity that alters the scope, deliverables, basic architecture, cost or schedule of the project.

Use the change request process and templates located at R:\Inet_Global\Standards & Templates\Project Management\Change Request\.

3.7 Contract Management

A minimum of three contract business/systems analysts are assigned through contract with DIR. The PMO project manager will facilitate the hiring of these resources with the assistance and approval of the program project manager. The PMO project manager will manage the day-to-day activities of the contractors, verify and process invoices and track the budget.

4. *Project Organization and Staffing*

4.1 Staffing Requirements

Title	Number of FTEs Required	Person(s) Assigned
Project Management Office (PMO) Project Manager	1	• Cindy Gray
Workforce & UI Policy Project Manager	1	• Patricia Gonzalez
Subject Matter Experts (SME) -	As needed	• See SME Resources contact list
TWC Systems Analysts	2	• Gordon Underwood • Patricia Espinoza
Contract Analysts	3	• Fernando Arrigucci • William Reutebuch • Brian Smith

4.2 Roles and Responsibilities

PMO Project Manager

- Represent the information technology area
- Lead the procurement of a contractor staff
- Provide oversight and direction to TWC project team members
- Oversee performance of contractors
- Track and report progress to TWC management, project steering committee and project sponsor
- Ensure proper customer and program input into the project
- Assist contractors and technical staff in resolving project issues and questions throughout process
- Ensure the project deliverables meet all agency requirements
- Ensure the quality and value of the project deliverables
- Identify and facilitate the timely resolution of issues, risks, and change orders that affect the project (design, procedural, organizational or policy involving appropriate user groups or project stakeholders)
- Work with other project managers to ensure deliverable requirements do not exceed the scope of the project without proper approval through the change order process
- Involve other technical managers in decisions about technical architecture and tools
- Help resolve technical area issues before deliverable sign-off
- Obtain agreement about deliverable sign-off from appropriate parties
- Manage invoice processing and track budgets

Program Project Manager

- Facilitate adequate staffing and representation from programs for all program phases and tasks and manage day-to-day activities of dedicated program project staff
- Represent agency line management and the program/business areas
- Attend weekly project status meetings
- Act as the primary point of contact for updating the Project Steering Committee and other stakeholders
- Ensure proper customer and program input into design
- Ensure functional requirements meet program requirements
- Assist user groups in resolving project issues and questions throughout process
- Identify and facilitate the timely resolution of issues, risks, and change orders that affect the project from the Program side (design, procedural, organizational or policy involving appropriate user groups or project stakeholders)
- Lead the presentation of policy/rules/waiver recommendations to the Commission
- Ensure the quality and value of the project deliverables, and obtain timely signatures for deliverable approval, formal issues, invoices, and change orders
- Participate in the review and sign-off of deliverable Expectations documents
- Manage the timely review of project deliverables to ensure they meet the requirements and quality standards of the agency
- Work with other project managers to ensure deliverable requirements do not exceed the scope of the project without proper approval through the change order process

Subject Matter Experts (SME)

Subject matter experts include staff from the Boards, their contractors and TWC.

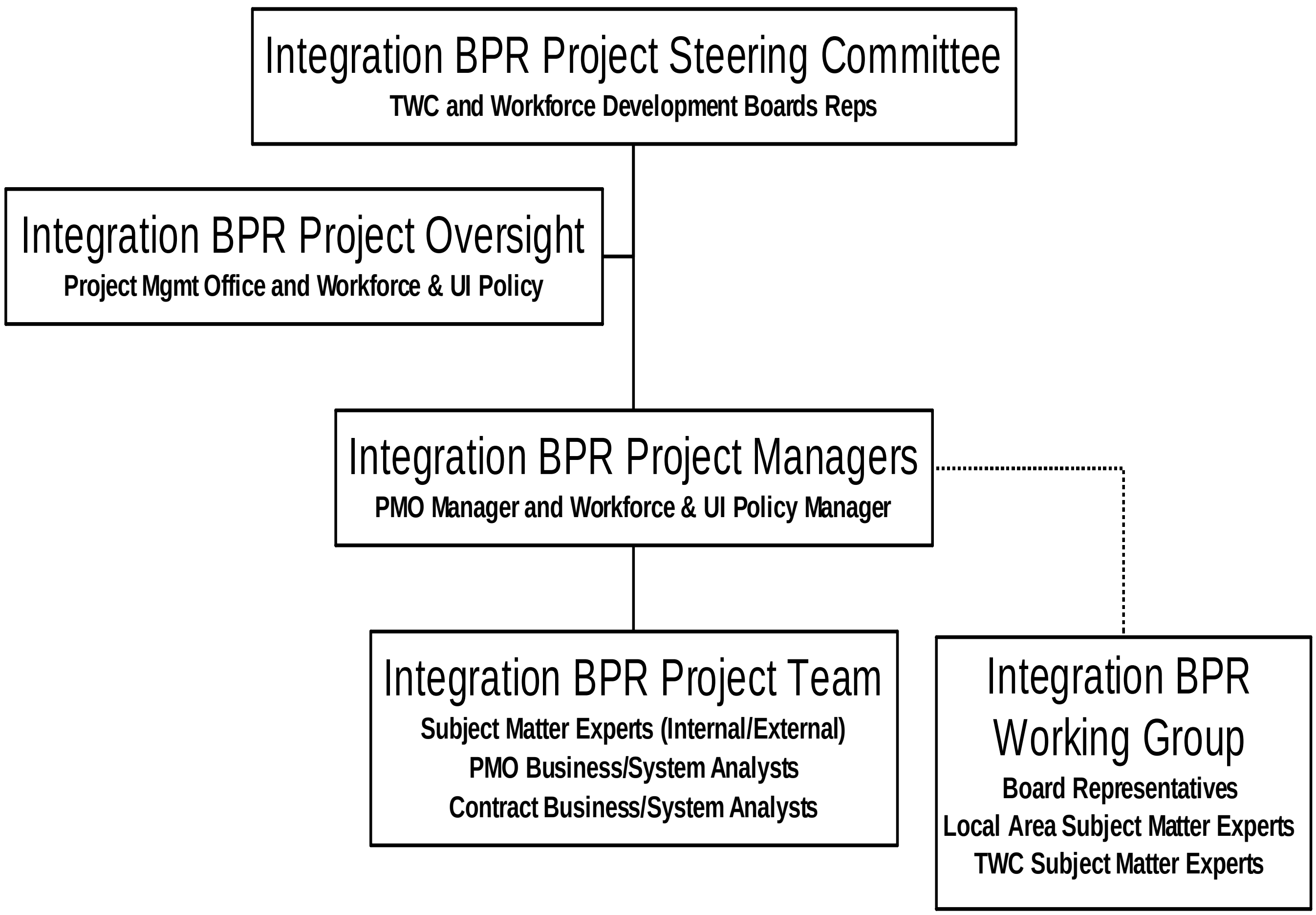
- Provide knowledge and understanding of business requirements and processes, and provide ideas for radically reengineering the existing processes
- Provide local integration experience
- Assist with issue resolution
- Document the new processes
- Help define the future automated processes
- Help prepare functional requirements
- Help write and review detailed design specifications
- Provide input to prioritize changes
- Identify and help resolve program issues
- Help develop communication materials

Systems Analysts (TWC and Contract)

- Partner with business analysts to reengineer business processes
- Analyze and determine business and new system needs
- Facilitate meetings and design sessions – work with users to understand business needs from their perspective
- Plan, facilitate and conduct research and site visit activities

- Produce clear and accurate written documentation and reports as assigned by the project managers
- Track progress of assignments and notify project manager of progress
- Escalate problems and issues to project manager for resolution
- Mentor other analysts on industry and/or TWC knowledge
- Enforce agency and PMO standards

4.3 Project Organization Chart



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