

# Oregon PERS SB1049 Overview

## 1.1.1 Program Risk Assessment Report – Initial

Prepared for: State of Oregon Public Employees  
Retirement System

**v1:** 21 January 2020

**v2:** 27 January 2020

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Engagement #: 330060058

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# Background

# Senate Bill 1049 Overview

- Senate Bill 1049 was approved by the 2019 Oregon Legislative Assembly on May 30 and signed by the Governor on June 11, 2019.
- SB1049 is comprehensive legislation intended to address the increasing cost of funding Oregon's Public Employees Retirement System (PERS), reduce system Unfunded Actuarial Liability (UAL) obligations, and provide relief to escalating contribution rate increases for public employers.
- The implementation of SB1049 is established as a Program of five related projects within PERS. The five component projects of the SB1049 Implementation Program are:
  1. **Employer Programs:** Effective July 1, 2019, these Employer Programs related sections of the bill clarify and expand the requirements for the Employer Incentive Fund; appropriate \$100 million from the General Fund to the Employer Incentive Fund; direct net proceeds from Oregon Lottery Sports betting to the Employer Incentive Fund; allow participating public employers who make larger than \$10 million deposits to side accounts to determine when they wish to have these funds included in their employer rate assessment; and require all public employers to participate in the UAL Resolution Program.
  2. **Member Redirect:** Effective July 1, 2020, this section of the bill redirects a portion of member contributions to a new Employee Pension Stability Account (EPSA) when the funded status of the plan is below 90% and the member's monthly salary is more than \$2,500.
  3. **Work After Retirement:** Effective January 1, 2020, this section of the bill allows retirees to work unlimited hours for PERS participating employers in calendar years 2020-2024. It also requires employers to pay employer contributions on retirees' salary during that period. The rate that PERS will charge the employer will be the same as if the retiree remained an active member.
  4. **Salary Limit:** Effective January 1, 2020, this section of the bill limits the amount of subject salary for all program members to \$195,000 for calendar year 2020. This amount will be indexed annually for inflation based on the CPI. The first adjustment for inflation will occur on January 1, 2021. This is a limit on salary for all plan purposes, including contributions and final average salary, not a final average salary cap.
  5. **Member Choice:** Effective January 1, 2021, this section of the bill allows members to elect a Target Date Fund (TDF) other than the default TDF based on their year of birth. PERS anticipates providing members the opportunity to make elections once a year during a defined time frame.











RESTRICTED DISTRIBUTION

# Gartner’s Program Risk Assessment Overview

- The purpose of this Initial Program Risk Assessment Report deliverable is to identify the current status of the Program and any related project work, to identify risks and their likelihood of occurring, and to provide an independent evaluation of the planned schedule, fiscal and personnel resources, and processes.
- This Executive Summary provides an overview of the key findings and recommendations. It is a companion to the Initial Program Risk Assessment Report – Detailed Findings and Recommendations.
- In order to support a comprehensive and disciplined assessment, Gartner utilizes a standard risk assessment framework – provided on a subsequent slide – with defined and measurable risk ratings. Categories for this initial risk assessment were selected based upon the overall status of the Program.
- Gartner’s risk ratings conform to the color-coded risk rating criteria established in the table to the right.
- Risk ratings reflect Gartner’s observations that includes risks, issues and statements of facts as well as the anticipated lead times for risk mitigation.

Risk Levels	Risk Rating Definitions
Low	<b>Green</b> — Risk area is being managed according to applicable best practices and there is no material impact from this risk area on project success at this time.
Medium	<b>Yellow</b> — Risk area is being managed according to some of the applicable best practices, but others are missing, or the inherent risk can only be mitigated to a limited extent. There is a potential material impact from this risk area on project success that needs to be addressed proactively at this time.
High	<b>Red</b> — Risk area is in need of applicable best practices to avoid downstream ramifications, or there is significant inherent risk that cannot be reasonably mitigated. There is a definite material impact from this risk area on project success if this area is not addressed now.

# Assigned ratings are based on overall progress against the SB1049 implementation roadmap

	2019		2020				2021			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
 <b>Employer Programs</b>	<p> <b>7/1/2019 Effective Date</b></p> <ul style="list-style-type: none"> <li>9/3/2019 EIF Application #1 Opens (MVP)</li> <li>12/3/2019 EIF Application #2 Opens</li> <li>3/13/2020 Employer Rate Tool RFP Awarded</li> <li>8/31/2020 UALRP Launch</li> <li>9/3/2020 EIF Application Closes</li> <li>9/3/2020 Project Close</li> </ul>									
 <b>Salary Limit</b>	<p> <b>1/1/2020 Effective Date</b></p> <ul style="list-style-type: none"> <li>12/31/2019 WP1 Short Term MVP</li> <li>1/24/2020 WP2 (Post 2020 Salary Limit) Long Term</li> <li>5/15/2020 WP3 (User Screens) Long Term</li> <li>9/30/2020 WP4 (Proration in jClarety) Long Term</li> <li>9/30/2020 Project Close</li> </ul>									
 <b>Work After Retirement</b>	<p> <b>1/1/2020 Effective Date</b></p> <ul style="list-style-type: none"> <li>12/19/2019 WP1 (Retiree Wages Suspended) MVP</li> <li>9/30/2020 WP2 (New Service Retiree Wage Codes) Long Term</li> <li>5/12/2021 WP3 (Correct Member Account at Sunset) Long Term</li> <li>7/8/2021 Project Close</li> </ul>									
 <b>Member Redirect</b>	<p> <b>7/1/2020 Effective Date</b></p> <ul style="list-style-type: none"> <li>12/31/2019 Functional Design Doc Short (D1.3) Long (D1.6)</li> <li>5/28/2020 WP1A (EPSA Set Up) Short Term</li> <li>5/28/2020 WP1D (G/L Set Up) Short Term</li> <li>6/3/2020 WP1B (IAP Redirect) Short Term</li> <li>6/30/2020 WP1C (Voluntary Contributions) MVP</li> </ul>									
 <b>Member Choice</b>	<p> <b>1/1/2021 Effective Date</b></p> <ul style="list-style-type: none"> <li>10/23/2019 Project Kickoff</li> <li>11/18/2019 Vision Document Approved</li> <li>4/1/2020 Member Comm IAP Changes</li> <li>7/16/2020 Member Choice Notification</li> <li>7/31/2020 OMS Changes Deployed (MVP)</li> <li>5/1/2020 MAS Flyer Comm</li> <li>12/15/2020 Account Reconciliation Complete</li> <li>3/31/2021 Data Prepared for MAS</li> <li>5/1/2021 MC Reflected in MAS</li> <li>Sept 2020 Election Period</li> </ul>									

# Risk Assessment Framework

Domain	Risk Category	
<b>1. Strategy &amp; Leadership</b>	1.1	Governance
	1.2	Executive Support
	1.3	Vision, Goals & Objectives
	1.4	Business Case & Benefit Realization
	1.5	External Dependencies
	1.6	Sourcing
	1.7	Vendor Management
<b>2. Project Controls</b>	2.1	Scope
	2.2	Schedule
	2.3	Budget
	2.4	Resource
	2.5	Risks & Issues
	2.6	Project Comm & Collaboration
	2.7	Quality Assurance

Domain	Risk Category	
<b>3. Solution Development &amp; Implementation</b>	3.1	Business Process & Requirements
	3.2	Architecture & Design
	3.3	Development & Configuration
	3.4	Testing
	3.5	Interfaces & Integration
	3.6	Deployment
<b>4. Foundational</b>	4.1	Infrastructure & Operations
	4.2	Security
	4.3	Regulatory
<b>5. Data Management</b>	5.1	Data Controls
	5.2	Data Model
	5.3	Data Conversion
	5.4	Reporting & Analytics
<b>6. Business Change</b>	6.1	Organizational Change Management
	6.2	Training & Knowledge Transfer
	6.3	Customer Perception
<b>7. Maintenance &amp; Support</b>	7.1	Support

# Executive Summary



# Assessment Conclusion

## Key Strengths

### Executive Commitment 01

Comprehensive executive sponsorship, demonstrating commitment to a successful Program implementation given legislatively-mandated deadlines.



### 02 Program Dedication

Program and Project teams are dedicated to see through a successful implementation of SB1049. Co-location of project teams has fostered collaboration and focus.



Gartner encourages continuation of and bolstering in PERS areas of strength

### External Collaboration 03

Increased transparency and improved working relationships between PERS and external partners (e.g., Legislative Fiscal Office, Enterprise Information Services).



### 04 Creative Solutioning

Identified and executed against creative approaches – e.g., minimum viable product – to achieve aggressive legislatively-mandated deadlines.



# Assessment Conclusion

## Key Risks

### Future State Vision 01

Lack of comprehensive vision and understanding of what needs to be accomplished to meet SB1049 – i.e., business requirements, technical requirements, business process changes / impacts, stakeholder expectations, etc.



### 02 Program Schedule

No comprehensive Program Schedule in place, making it difficult to track overall progress towards critical milestones and cross-project dependencies.

Gartner identified  
four **key**  
**foundational areas**  
for immediate focus

### Project Management Discipline 03

There is a lack of required project management discipline for a Program of this complexity – i.e., adherence to standard project management artifacts, OCM, Resource Management, etc.



### 04 Organizational Structure

Program execution team, as structured, lacks nimbleness and clarity in roles and responsibilities leading to inefficiencies in Program execution.

# Risk Assessment Scorecard



Domain		Risk Category	Risk
1. Strategy & Leadership	1.1	Governance	Medium
	1.2	Executive Support	Low
	1.3	Vision, Goals & Objectives	Low
	1.4	Business Case & Benefit Realization	Low
	1.5	External Dependencies	Medium
	1.6	Sourcing	Medium
	1.7	Vendor Management	Low
2. Project Controls	2.1	Scope	High
	2.2	Schedule	High
	2.3	Budget	Medium
	2.4	Resource	Medium
	2.5	Risks & Issues	Medium
	2.6	Project Comm & Collaboration	Medium
	2.7	Quality Assurance	Low

Domain		Risk Category	Risk
3. Solution Development & Implementation	3.1	Business Process & Requirements	High
	3.2	Architecture & Design	Medium
	3.3	Development & Configuration	Medium
	3.4	Testing	Medium
	3.5	Interfaces & Integration	Low
	3.6	Deployment	Medium
4. Foundational	4.1	Infrastructure & Operations	Low
	4.2	Security	Low
	4.3	Regulatory	Low
5. Data Management	5.1	Data Controls	Low
	5.2	Data Model	Low
	5.3	Data Conversion	Low
	5.4	Reporting & Analytics	Low
6. Business Change	6.1	Organizational Change Management	High
	6.2	Training & Knowledge Transfer	Medium
	6.3	Customer Perception	Low
7. Maintenance & Support	7.1	Support	Low

\* The overall risk assessment rating is calculated by totaling the risks where Low = 1, Med = 2 and High = 3 and dividing the total by the number of categories (31). This assumes all risks are weighted equally.

# Assessment Summary

## 1. Strategy & Leadership

### 1. Strategy & Leadership

1.1 Governance

1.2 Executive Support

1.3 Vision, Goals & Objectives

1.4 Business Case & Benefit Realization

1.5 External Dependencies

1.6 Sourcing

1.7 Vendor Management

### Headlines

- SB1049 Steering Team is established, meets frequently and is consistently well-attended by stakeholders to ensure progress/momentum.
- Strong support and commitment to the success of SB1049 Implementation Program from executive leadership to Program/Project teams to external stakeholders.
- Appreciation for the external perspectives and experiences of contracted Program and Project Managers.

### Key Risks – *the ones to watch*

- Some discrepancies between what is documented in the RACI Matrix and how Program is executed that may lead to confusion in decision-making authority and reporting relationships, posing a hinderance to effective and efficient Program execution.
- Outside of a formal governance body, there is a perception that decisions are often “decision by committee,” which delays the ability to make timely progress.
- The absence of a Master Program Schedule has raised concern about visibility into the progress being made and the ability of the implementation team to meet deadlines.
- Lack of vision, understanding and clarity of the scope and level of effort required to accomplish the full intent of SB1049. Similarly, measurable objectives to determine if and when goals have been achieved are absent.
- No vision nor analysis to understand benefits that can be achieved by improving business processes and/or practices as a result of the changes introduced by SB1049.
- Insufficient planning at the onset to determine the quantity and types of resources required for each project, which has led to an ongoing challenge to expeditiously recruit resources with the appropriate skillsets.

# Assessment Summary

## 2. Project Controls

### 2. Project Controls

2.1 Scope

2.2 Schedule

2.3 Budget

2.4 Resource

2.5 Risks & Issues

2.6 Project Comm & Collaboration

2.7 Quality Assurance

### Headlines

- The Program has taken an incremental approach to defining Project scope, with primary focus on determining functionality and delivering against a minimum viable product (MVP) to meet Legislative expectations.
- Program funding (approx. \$39M) informed by PERS; 1.4% of budget spent to-date.
- Program is diligently tracking and working to resolve Program and Project-level risks/issues.
- Program Communication team is experienced, nimble and dedicated to support Program.

### Key Risks – *the ones to watch*

- Full scope of changes (i.e., system functionality, business processes, etc.) not yet defined, with a preliminary understanding of scope and implementation schedule of subsequent Work Packages.
- There is a risk that not all dependencies between projects have been identified, understood nor documented due to a lack of an integrated Program schedule. This includes understanding downstream implications if prerequisite activities/milestones are delayed.
- Undocumented resource contentions exist between projects, causing capacity and prioritization bottlenecks.
- Limited Duration positions may require an extension given delays, extending beyond the initially planned 18-month timeline.
- Risk of insufficient and/or ineffective employer communication of pending changes, including adoption.

# Assessment Summary

## 3. Solution Development & Implementation

### 3. Solution Dev & Implementation

3.1 Business Process & Requirements

3.2 Architecture & Design

3.3 Development & Configuration

3.4 Testing

3.5 Interfaces & Integration

3.6 Deployment

#### Headlines

- WAR and Salary Limit projects are in process of elaboration where future state business processes are being defined.
- A separate physical location has been established for the project team.

#### Key Risks – *the ones to watch*

- Employer Programs, Member Redirect and Member Choice projects not yet commenced elaboration nor future state business process definition.
  - Work Packages Short Term for Member Redirect are targeted for completion by early June 2020, which may be insufficient time to complete at the level of quality and scope envisioned.
- Given the potential of yet unknown required updates to jClarety for SB1049, and the potential prerequisite to implement any required technical debt, there are no integration dependencies documented between SB1049, jClarety, and other potential system upgrades (middleware, database, and other).
- The potential required system upgrades and timing of such upgrades, if any, with SB1049 related projects is unclear.
- It is unclear as to when test resources will be needed for each testing phase of each SB1049 project. There may be conflicts with the availability of testing resources.
- Plans and respective timelines for integration and coordination of interface development, including with external systems are not well-documented.
- The deployment of MVP's for WAR and Salary Limit does not appear to have been effectively communicated with EIS and LFO causing external skepticism as to the initial solution and as to the plan for full implementation of additional work packages.

# Assessment Summary

## 4. Foundational

### 4. Foundational

4.1 Infrastructure & Operations

4.2 Security

4.3 Regulatory

### Headlines

- SB1049 functionality is being added to existing PERS systems, as such:
  - Infrastructure and operations baseline already established
  - Security posture will not materially changed
- SB1049 does not introduce any additional regulatory requirements for PERS and the organization appears to understand and address existing regulatory requirements.

### Key Risks – *the ones to watch*

- PERS systems have outstanding technical debt (deferred system improvements or enhancements), which may limit PERS ability to implement SB1049 functionality.

# Assessment Summary

## 5. Data Management

### 5. Data Management

5.1 Data Controls

5.2 Data Model

5.3 Data Conversion

5.4 Reporting & Analytics

### Headlines

- PEAT team members, which includes a business architect, data architect, application architect, and a security architect, are actively involved in the project and are providing guidance in a timely fashion.
  - The team currently lacks a technical architect but is currently recruiting to fill the role.
- PERS has hired outside jClarety expertise to assist in the upgrades and integration with the jClarety data model.
- Reporting specifications – including report layout, field definitions, and purpose of reports – are detailed and comprehensive.

### Key Risks – *the ones to watch*

- Some concern that the data model is difficult to “defend” as it has been extensively modified.
- Some data conversion may be required for Member Redirect, with respect to conversion of voluntary contributions that are initially manually processed. The Program is aware and managing the risk.



# Assessment Summary

## 6. Business Change

### 6. Business Change

6.1 Organizational Change Management

6.2 Training & Knowledge Transfer

6.3 Customer Perception

### Headlines

- A Program resource, who is Prosci certified, is dedicated to Organizational Change Management (OCM) efforts.
- PERS has experience providing, developing and delivering employee training in order to adopt new processes and functionality.

### Key Risks – *the ones to watch*

- OCM is embraced in principle, but there is not a clear vision or path on how OCM is integrated with making sure the “people side of change” is adequately prepared and implemented.
  - OCM is underestimated by PERS leadership.
- Without adding professional OCM resources, PERS will not have the necessary experience and knowledge to effectively apply OCM principles to the Program.
- Organizational resistance is not documented and likely not fully understood, and is a potential impediment to the successful rollout of SB1049.
- Training activities and requirements are not well planned, and responsibilities not clearly defined.

# Assessment Summary

## 7. Maintenance & Support

### 7. Maintenance & Support

#### 7.1 Support

#### Headlines

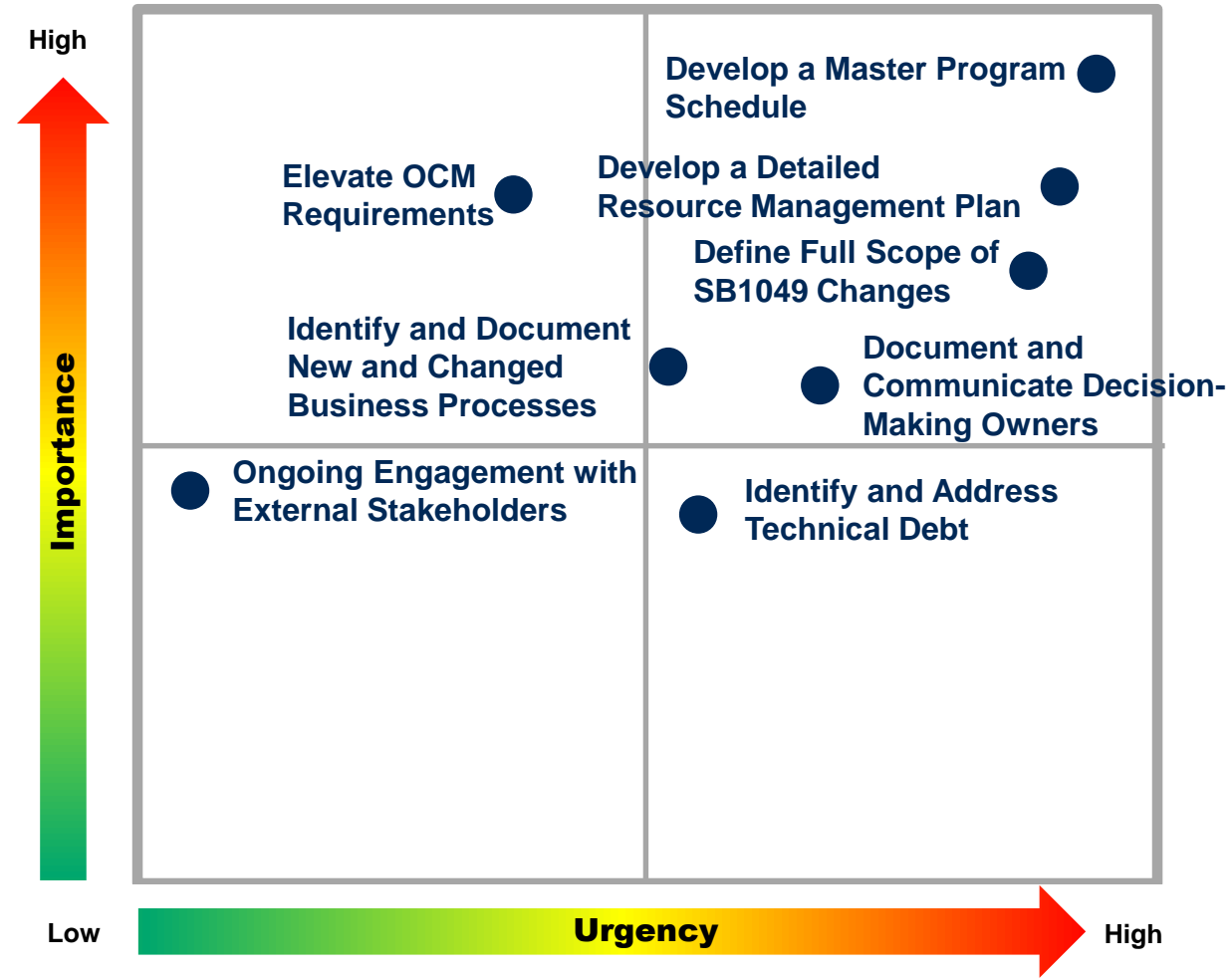
- Ongoing support model is not anticipated to change given the system enhancements.

#### Key Risks – *the ones to watch*

- Resource planning to determine whether additional capacity is required beyond current state not completed.
- Ambiguity in respective Project go-live dates, posing challenges to plan appropriately for post go-live support.
- Ongoing maintenance releases for 2020 not yet scheduled but anticipated. The absence of this plan may pose challenges to the Program (e.g., schedule, dependencies) and resource availability.

# Prioritized Recommendations

- The quadrant to the right highlights the major recommendations for the project based on:
  - **Importance** — How important is the activity to the successful completion of the project and implementation of the system
  - **Urgency** — How soon does the issue need to be addressed before adversely impacting the project
- Gartner recommends that PERS take action on each of these recommendations. We have plotted these recommendations to show relative priorities, not to indicate recommendations that can be ignored. Low priority recommendations do not appear on any of the Executive Summary recommendation slides.



# Summary Recommendation

## Develop a Master Program Schedule

Description & Rationale
A Master Program Schedule with activities across all projects will enable an understanding of the interdependencies and constraints of schedules, project tasks as well as potential and real conflicts with elaboration, development, testing, and implementation, including resource assignments.
Key Activities
<ul style="list-style-type: none"><li>Review reasonableness of current schedules</li><li>Determine activities and associated timeframes to meet SB1049 objectives by project.</li></ul>

Dependencies
<ul style="list-style-type: none"><li>Complete policy review of SB1049.</li><li>Determine how SB1049 will meet SB1049 objectives at a high-level.</li></ul>
Key Success Factors
<ul style="list-style-type: none"><li>When developing timeframes, project teams will need to demonstrate both appropriate urgency as well as reasonable contingency estimates</li><li>Executive focus on meeting SB1049 objectives without allowing “best” to become the enemy of “good”</li></ul>
Owner
Christa Harrison, Program Manager

# Summary Recommendation

## Develop a Detailed Resource Management Plan

Description & Rationale
There has been insufficient planning at the onset of the Program to determine the quantity, types and timings of resources required for each Project, in order to achieve project timelines.
Key Activities
<ul style="list-style-type: none"><li>▪ Based on the Master Program Schedule, identify the quantity of resources by role and requisite skillset as well as the timing and duration of when respective resource(s) are needed.</li><li>▪ Determine which role(s) require third-party services / contractors and execute procurement processes.</li><li>▪ Identify potential resource contentions and mitigate – i.e., adjust the schedule, contract for additional resources, etc.<ul style="list-style-type: none"><li>▪ Escalate to the Steering Team, as necessary.</li></ul></li></ul>

Dependencies	
<ul style="list-style-type: none"><li>▪ Master Program Schedule is established.</li><li>▪ Full scope of SB1049 changes is understood, including scope of Work Package and respective timing.</li></ul>	
Key Success Factors	
<ul style="list-style-type: none"><li>▪ Resource Management Plan established and agreed upon.</li><li>▪ Risk of resource contentions mitigated.</li></ul>	
Owner	Christa Harrison, Program Manager

# Summary Recommendation

## Define Full Scope of SB1049 Changes

Description & Rationale
Defining the new processes and requirements to achieve SB1049 Program objectives will enable effective coordination, testing and adoption.
Key Activities
<ul style="list-style-type: none"><li>▪ Identify, document and communicate measurable objectives for the Program.</li><li>▪ Complete requirement elicitation and documentation activities.</li><li>▪ Develop a comprehensive, consolidated list of new and changed business processes.</li></ul>

Dependencies
<ul style="list-style-type: none"><li>▪ Updated Master Program Schedule defining activities of each work package.</li><li>▪ Completed review by PERS policy team of SB1049 language with corresponding policy impacts.</li><li>▪ Completion of business requirements and processes through elaboration process.</li><li>▪ Technical requirements defined.</li></ul>
Key Success Factors
<ul style="list-style-type: none"><li>▪ Resource contention across projects addressed to enable timely definition of requirements</li><li>▪ Requirement elaboration process is effective and completed as scheduled</li></ul>
Owner
Yvette Elledge-Rhodes, Business Owner/Program Sponsor

# Summary Recommendation

## Document and Communicate Decision-Making Owners

Description & Rationale
While decision-making owners and scope of authority is generally understood, there are a few instances where there is a disconnect between what is documented versus what is done in practice.
Key Activities
<ul style="list-style-type: none"><li>Re-define, if appropriate, decision-making owners across all levels of the Program.</li><li>Enforce Program versus operational reporting relationships to streamline decision-making.</li><li>Empower Program decision-makers and delegate authority, if necessary, to avoid potential bottlenecks in the process.</li><li>Clearly articulate:<ul style="list-style-type: none"><li>Who should decide</li><li>When the decision needs to be made and implications of delay</li><li>What information the decision maker will need (and from whom)</li></ul></li></ul>

Dependencies
<ul style="list-style-type: none"><li>Vocal support and enforcement by executive leadership of Program decision-making owners, including reporting relationships, relative to the operational organizational structure.</li></ul>
Key Success Factors
<ul style="list-style-type: none"><li>RACI Matrix updated and broadly communicated</li></ul>
Owner
Yvette Elledge-Rhodes, Business Owner/Program Sponsor

# Summary Recommendation

## Identify and Address Technical Debt

Description & Rationale
PERS systems have outstanding technical debt, which may limit PERS ability to implement SB1049 functionality.
Key Activities
<ul style="list-style-type: none"><li>Identify SB1049 functionality dependent on addressing technical debt.</li><li>Establish plans to communicate and address technical debt.</li></ul>

Dependencies	
<ul style="list-style-type: none"><li>▪ Defined business requirements.</li><li>▪ Understanding of required SB1049 functionality.</li></ul>	
Key Success Factors	
<ul style="list-style-type: none"><li>▪ Limit efforts to address technical debt to essential functionality only.</li><li>▪ Coordinate operational activities to address technical within Program timelines and requirements.</li></ul>	
Owner	Jordan Masanga, CIO/Chief Architect



# Summary Recommendation

## Elevate OCM Requirements

Description & Rationale
OCM is embraced in principle, but there is not a clear vision or path on how OCM is integrated with making sure the “people side of change” is adequately prepared and implemented.
Key Activities
<ul style="list-style-type: none"><li>▪ Consider adding professional OCM resources to supplement the PERS OCM team. Recruit and onboard resource(s) accordingly.</li><li>▪ Identify desired OCM outcomes and develop OCM plans to achieve objectives.</li><li>▪ Enhance OCM plan to reflect how OCM will support SB1049 for new and changed business processes.</li><li>▪ Consider building a Change Management Communication Network by adopting a “Change Champion” team.</li><li>▪ Develop metrics and processes to measure OCM readiness and include the metrics into the go-live readiness metrics.</li><li>▪ Develop common talking points and language with SB1049 communication, ensuring a common vision for both internal and external stakeholders.</li></ul>

Dependencies
<ul style="list-style-type: none"><li>▪ Master Program Schedule is established</li><li>▪ Leadership understanding and support of the benefits and importance of OCM</li></ul>
Key Success Factors
<ul style="list-style-type: none"><li>▪ OCM team established with sufficient resources to plan for and execute on OCM activities.</li><li>▪ OCM objectives defined, including method(s) to measure achievement of objectives.</li><li>▪ OCM readiness metrics defined, including method(s) to measure achievement of metrics and continuous improvement of readiness.</li></ul>
Owner
Yvette Elledge-Rhodes, Business Owner/Program Sponsor

# Summary Recommendation

## Identify and Document New and Changed Business Processes

Description & Rationale
The benefits that can be achieved by improving business processes and/or practices have not been understood nor prioritized as a key Program activity.
Key Activities
<ul style="list-style-type: none"><li>▪ Develop a comprehensive, consolidated list of new and changed business processes.</li><li>▪ Update OCM Plan to account for the full scope of future state business processes (new and changed).</li><li>▪ Prepare materials to train users on new / changed business processes.</li><li>▪ Develop end-to-end test cases (for UAT), reflecting new / changed business processes.</li></ul>

Dependencies
<ul style="list-style-type: none"><li>▪ Understanding full scope of changes required to meet SB1049 objectives.</li><li>▪ New and changed business processes feed into:<ul style="list-style-type: none"><li>▪ OCM Plan</li><li>▪ Training materials</li><li>▪ Test cases</li></ul></li></ul>
Key Success Factors
<ul style="list-style-type: none"><li>▪ OCM Plan reflects new and changed business processes.</li><li>▪ Current state business processes baselined to assess efficiencies gained by process changes.</li><li>▪ Efficiencies realized by future state business processes.</li></ul>
Owner
Yvette Elledge-Rhodes, Business Owner/Program Sponsor

# Summary Recommendation

## Ongoing Engagement with External Stakeholders

Description & Rationale
The effectiveness of communication with external stakeholders will largely determine Program support within the executive and legislative branches.
Key Activities
<ul style="list-style-type: none"><li>Continue the ongoing engagement with external stakeholders (e.g., EIS, Legislative Fiscal Office, Governor’s Office, etc.),<ul style="list-style-type: none"><li>Addressing their top of mind questions:<ul style="list-style-type: none"><li><b>What is coming up?</b> Communicate key upcoming milestones and report on Program progress (planned versus actuals), being transparent into any key risks or issues.</li><li><b>How much does and will it cost?</b> Communicate any budget implications.</li></ul></li><li>Escalating risks/issues, requesting support to remove barriers/roadblocks where within their authority and articulate the downstream implications if risks/issues are not resolved timely.</li></ul></li></ul>

Dependencies
<ul style="list-style-type: none"><li>Master Program Schedule is established</li><li>Budget management capability</li></ul>
Key Success Factors
<ul style="list-style-type: none"><li>Completion of Stage Gate activities</li><li>Adherence to the Master Program Schedule</li><li>Clear articulation of how the Program is achieving SB1049 objectives</li><li>Open communication of both positives and negatives with external stakeholders</li></ul>
Owner
Kevin Olineck, Executive Sponsor

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