WISCONSIN DEPARTMENT OF
ADMINISTRATION

Lean Project:
High-Profile Project Status Reporting

John Pribek, Team Lead

Division of Enterprise Technology

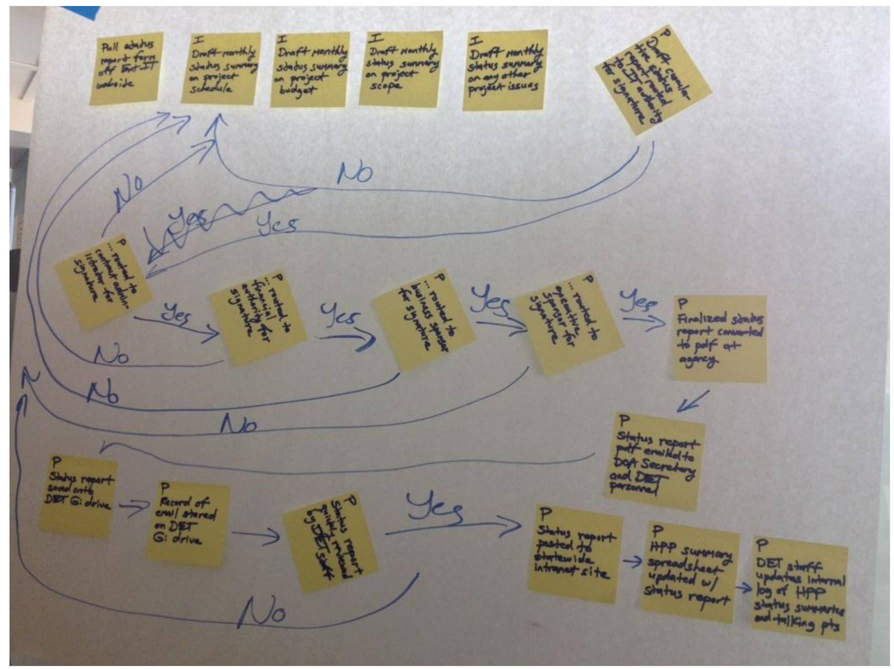
November 26, 2013

High-Profile Project Status Reporting

<u>Project Description</u>

This interagency lean project developed recommendations to the State CIO for improving and streamlining the process of producing status reports for IT projects exceeding $1 million, as described in s.16.973(16), stats.

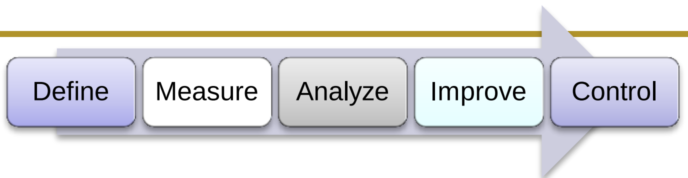
From Yellow Belt training in April (see right) to a complete set of recommendations to save agency and DOA time, while still adding value to project teams



Define | Measure | Analyze | Improve | Control

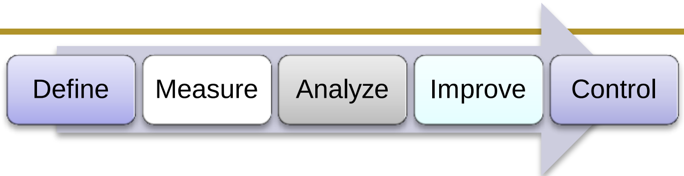
Project Team

- Team Members and Role
  - Leader: John Pribek, DOA/DET
  - Team members:
    - Dana Burmaster, DOA/DET
    - Monty Cordell, DOC/BTM
    - Annette Geringer, DNR/BTS
    - Deanna Kransel, DOC/BTM
    - Jenny Padden, DHS/Office of Agency Project Management
  - Subject Matter Experts:
    - Suzanne Hoch: Lean Government/Process Redesign
    - Dave Meyer: DET Project Management Office
  - Executive Sponsor: David Cagigal, State CIO



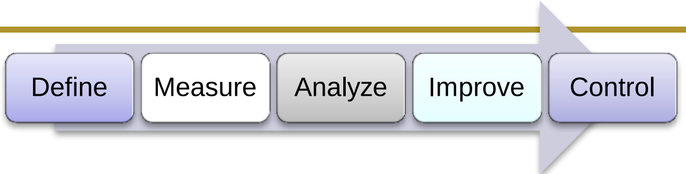
Problem Statement

- Problem the Team Wanted to Solve
  - Current DOA requirements and form for status reporting forces agencies into cumbersome and time-wasting activities in order to comply.
  - This situation had led to frequently late reports and missing reports altogether.
  - Due to the DOA form format, even properly submitted reports don’t match up with statutorily required status information.



Goals for Improvement

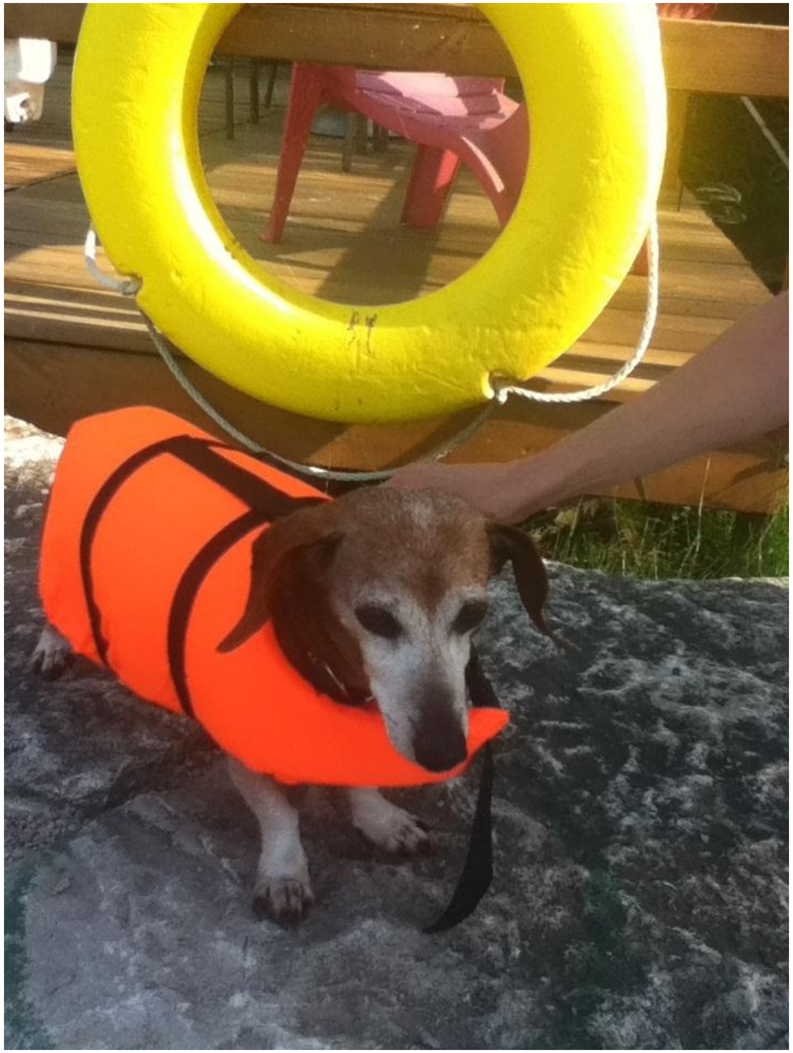
- Metrics
  - Reduce by 75 percent the incidence of status reports being submitted a month or more after report date.
  - Reduce by 75 percent the incidence of status reports missing altogether for the designated time interval.
  - Reduce by 50 percent the cycle time needed at agencies between initiating and submitting a completed status report.
  - Reduce by 50 percent the processing time needed by DOA/DET staff to make status reports available to legislators on the designated platform (e.g., website).



Customers on Project Team

Key strategy was assembling a team of agency personnel who had extensive personal experience with helping to generate these status reports, so that the voice of the customer was prevalent throughout the problem analysis.

Team Mascot

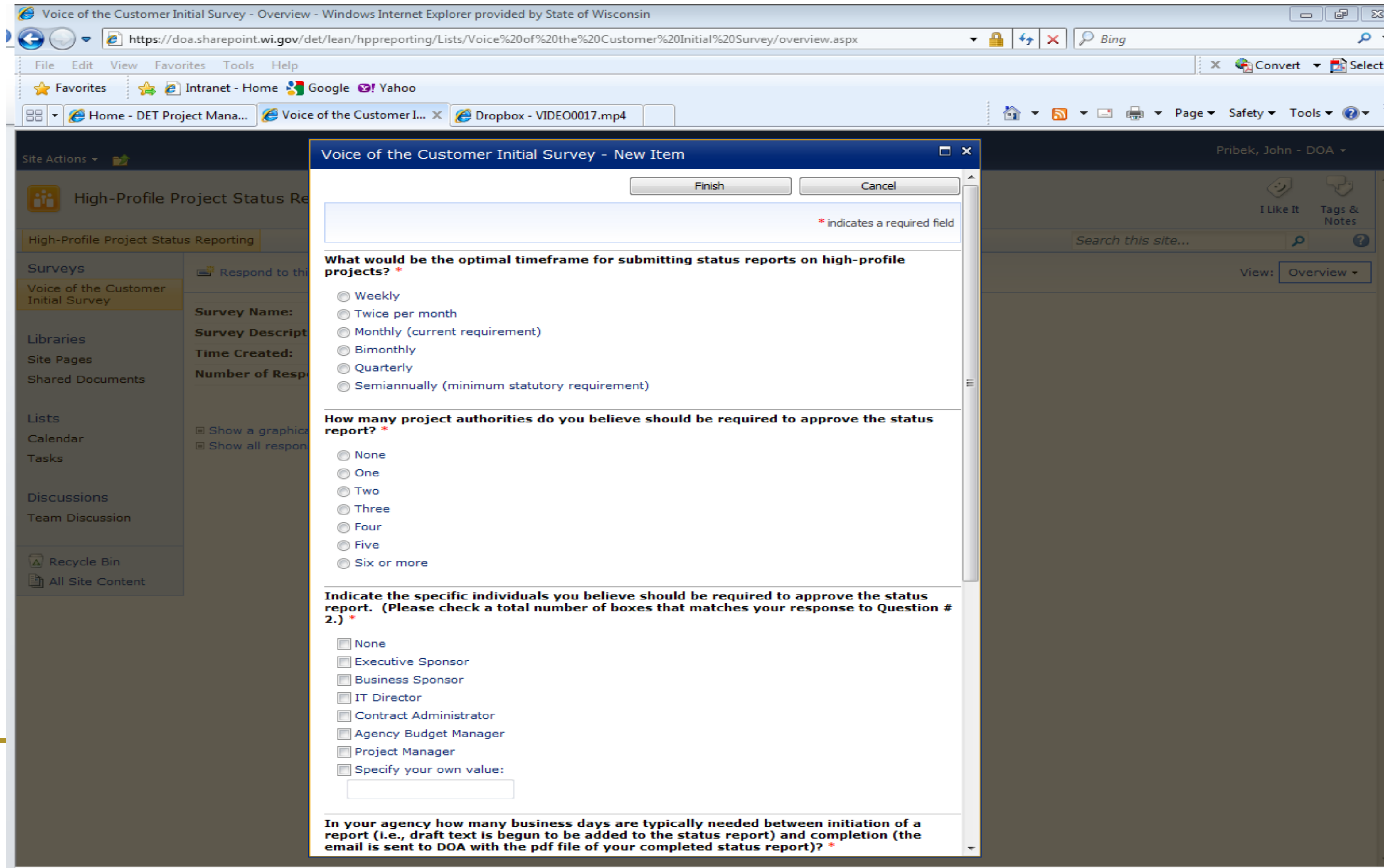


The lean team early on decided on Otto the dachshund as team mascot – he believes in lean processes! (Especially those that produce lean sausage!)

Define | Measure | Analyze | Improve | Control

Voice of the Customer

- SharePoint survey generated 16 responses (out of 19 survey recipients) from state agency staff who have been in roles where they had to mobilize high-profile project status reports.



Voice of the Customer

Some representative comments from customers:

- "Going to a quarterly basis for larger projects I think makes sense due to the pace of development and how frequently the updates are made. There have been times where we have worked on the report for nearly a month and starting working on the next report the following week. At that time I was questioned why nothing had changed, and my response was it was just last week. The reporting cycle in my opinion is too quick, especially if there are questions that come up that take time to work through."

- "I suggest changing it to quarterly. Not TOO much changes month to month with state projects and it's nice to see the changes and document them quarterly. Monthly is too frequent. In addition, staffing should be its own category under Project Status. That is a huge piece of each project."

Voice of the Customer

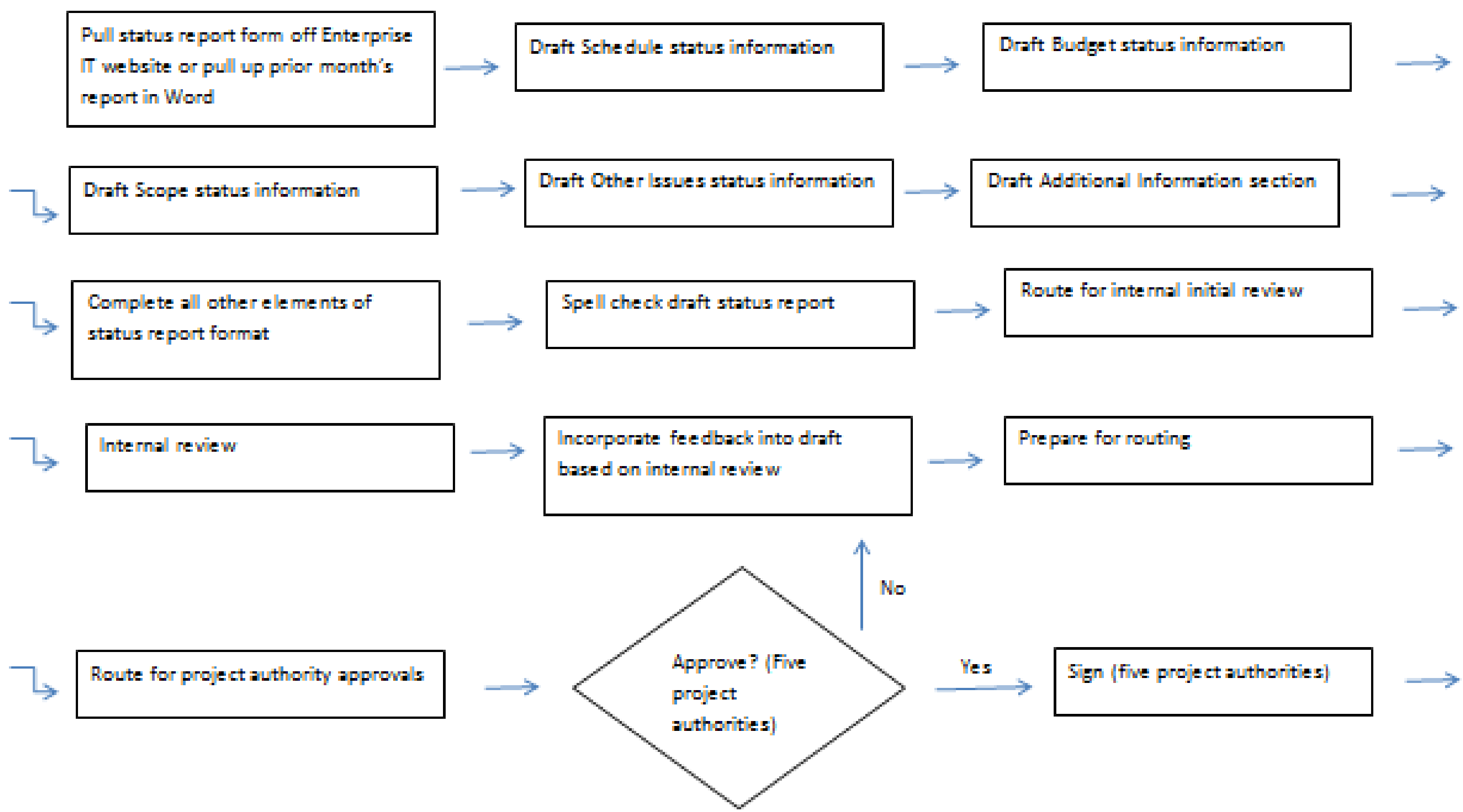
Some representative comments from customers:

- “Would prefer no reporting or no routing for signatures.” (An “A” for honesty!)
- “Having the document routed electronically could eliminate the need to scan and email the document (which as a scan, isn't as easy to read as a form would be).”
- “Go paperless.”
- “Eliminate manual routing of physical reports and use automatic workflows to collect approvals if needed.”
- “Reduce the number of steps it has to go through.”

Baseline Metrics

- Lean project team diagrammed the current process flow.

<u>Typical Process Steps Involved in Generating and Publishing a High-Profile Project Status Report *(from 8/8/13 Lean Team Meeting)*</u>



Baseline Metrics

- Lean project team diagrammed the current process flow.

1. Route back to status report prep individual
2. Preparation of status report prior to sending to DOA (convert to pdf, etc.)
3. Store proper record of status report at agency
4. Email status report to DOA
5. Status report gets brief review by DET staff (verify date, etc.)
6. Pdf saved to DET G: drive
7. DET email log updated to reflect received status report
8. High Profile Project spreadsheet updated on ITMB website
9. Summary/Talking Points document updated for State CIO
10. Monthly Web page updated on ITMB website

Define | Measure | Analyze | Improve | Control

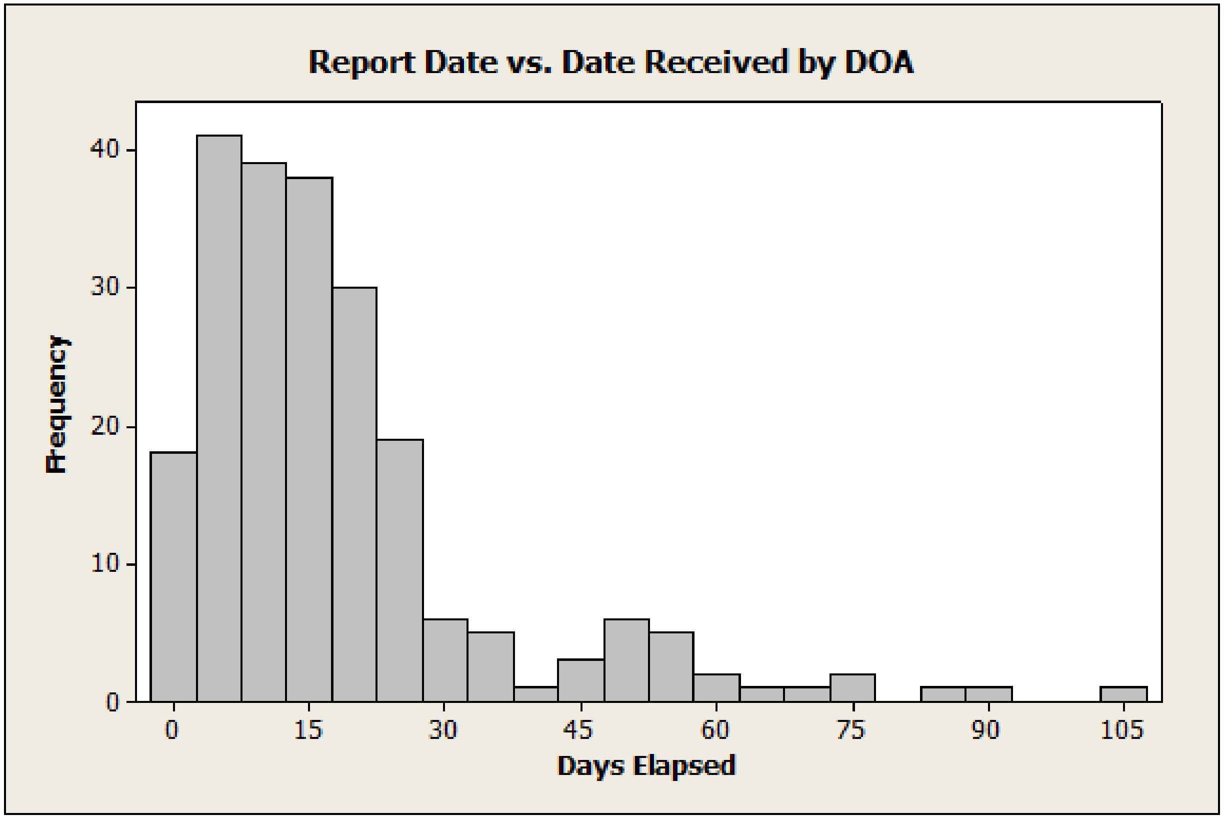
Baseline Metrics

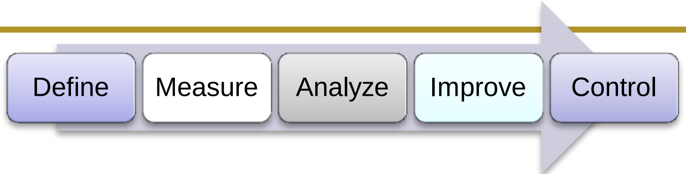
- John compiled initial data on status reports dating back to June 2011.

Project Name	Expected Reports	Agency	Month	Year	Status Report Submitted?	Status Report Date	Received by DOA	Days Elapsed
DNR WisFIRS	1	DNR	October	2013	Yes	09/25/13	09/30/13	5
DOC WICS 3.0	1	DOC	September	2013	Yes	09/09/13	09/30/13	21
DOC COMPAS Case Management	1	DOC	September	2013	Yes	09/09/13	09/27/13	18
DOC Justice Gateway	1	DOC	September	2013	Yes	09/09/13	09/27/13	18
DHS Vital Records	1	DHS	September	2013	No			
DHS ICD-10 for Medicaid	1	DHS	September	2013	No			
DHS HIPAA 5010 Encounter 837	1	DHS	September	2013	No			
DHS Provider Integrity Enhancements	1	DHS	September	2013	No			
DHS HIT Incentives	1	DHS	September	2013	No			
DNR WisFIRS	1	DNR	September	2013	Yes	08/27/13	09/03/13	7
DPI Longitudinal Data System II	1	DPI	September	2013	No			
DPI ART Grant Method II	1	DPI	September	2013	Yes	09/16/13	09/30/13	14
DOC WICS 3.0	1	DOC	August	2013	No			
DOC COMPAS Case Management	1	DOC	August	2013	No			
DOC Justice Gateway	1	DOC	August	2013	No			
DHS Vital Records	1	DHS	August	2013	No			
DHS ICD-10 for Medicaid	1	DHS	August	2013	No			
DHS HIPAA 5010 Encounter 837	1	DHS	August	2013	No			
DHS Provider Integrity Enhancements	1	DHS	August	2013	No			
DHS HIT Incentives	1	DHS	August	2013	No			

Baseline Metrics

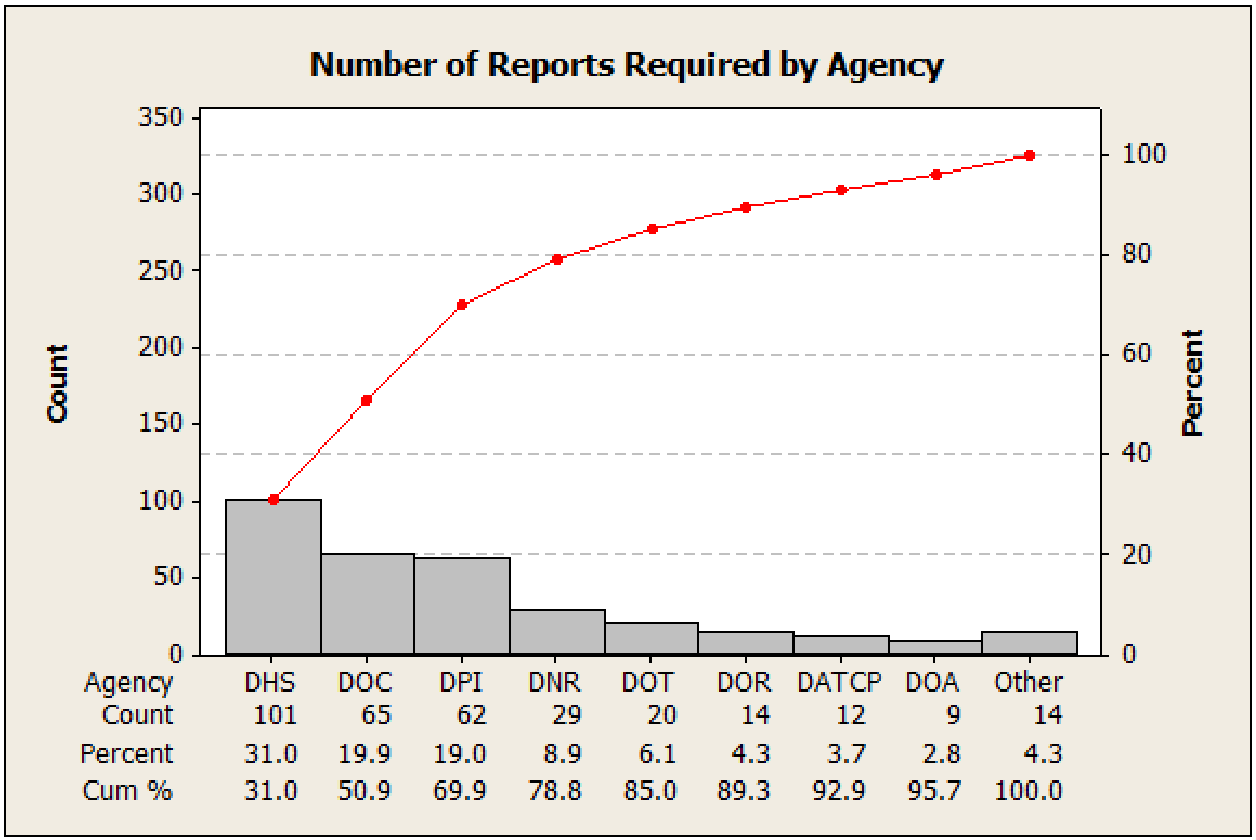
- Histogram of time elapsed between report date and delivery to DOA





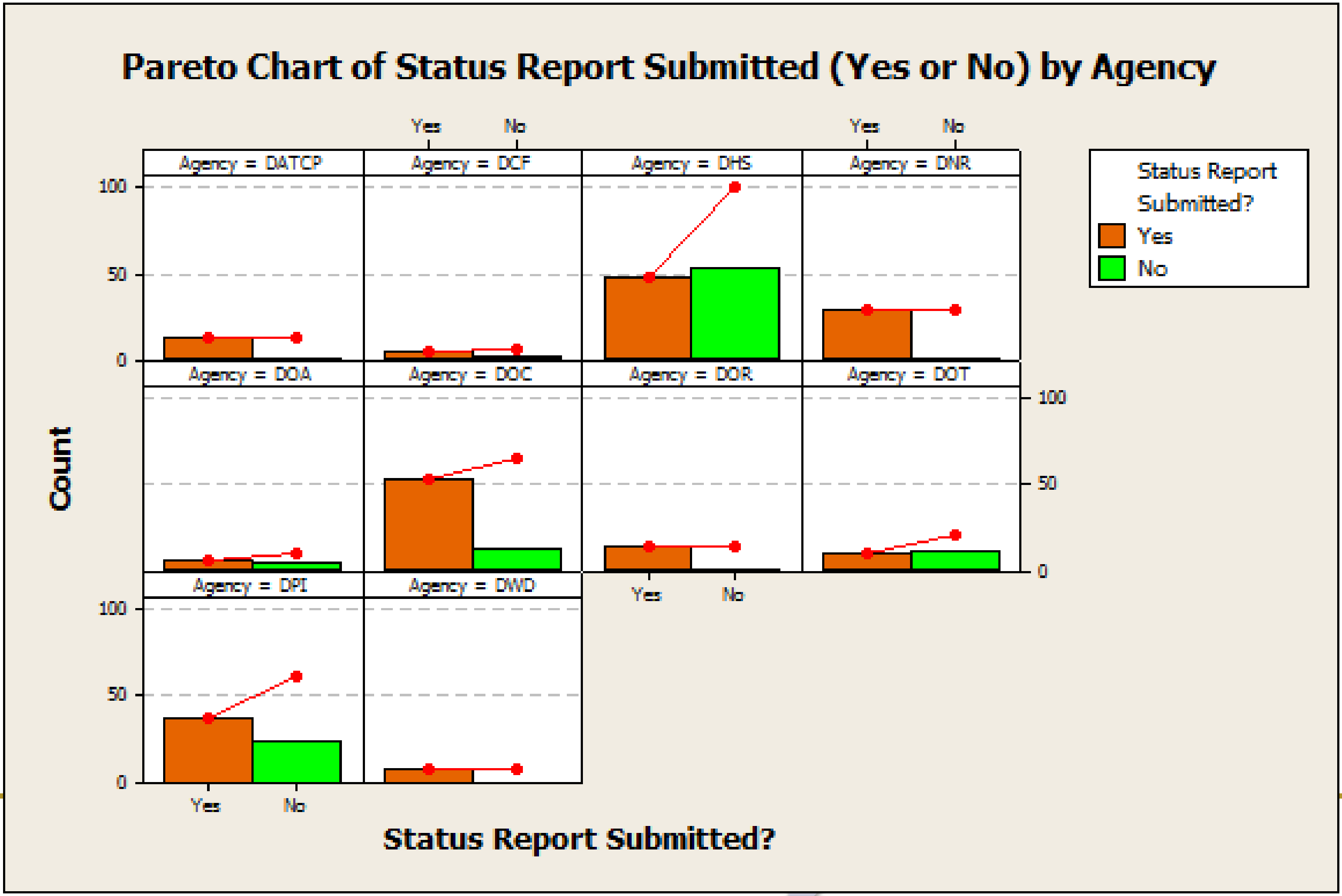
Problem Analysis

- Pareto Charts: The more reports an agency is required to produce, the more likely to have missing reports.



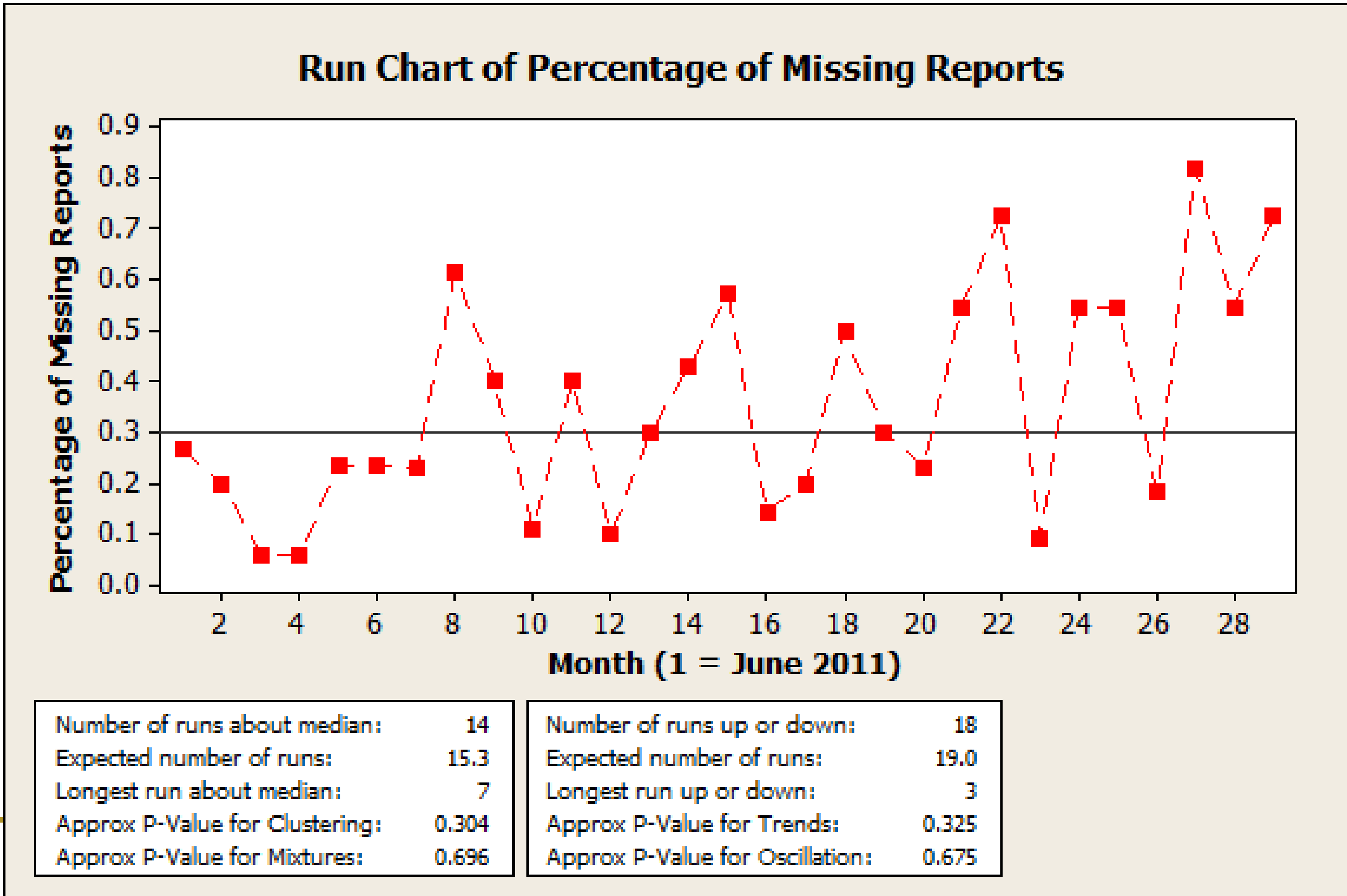
Problem Analysis

Of course, there's always agencies like DNR, DOR and DWD making the rest of us look bad!



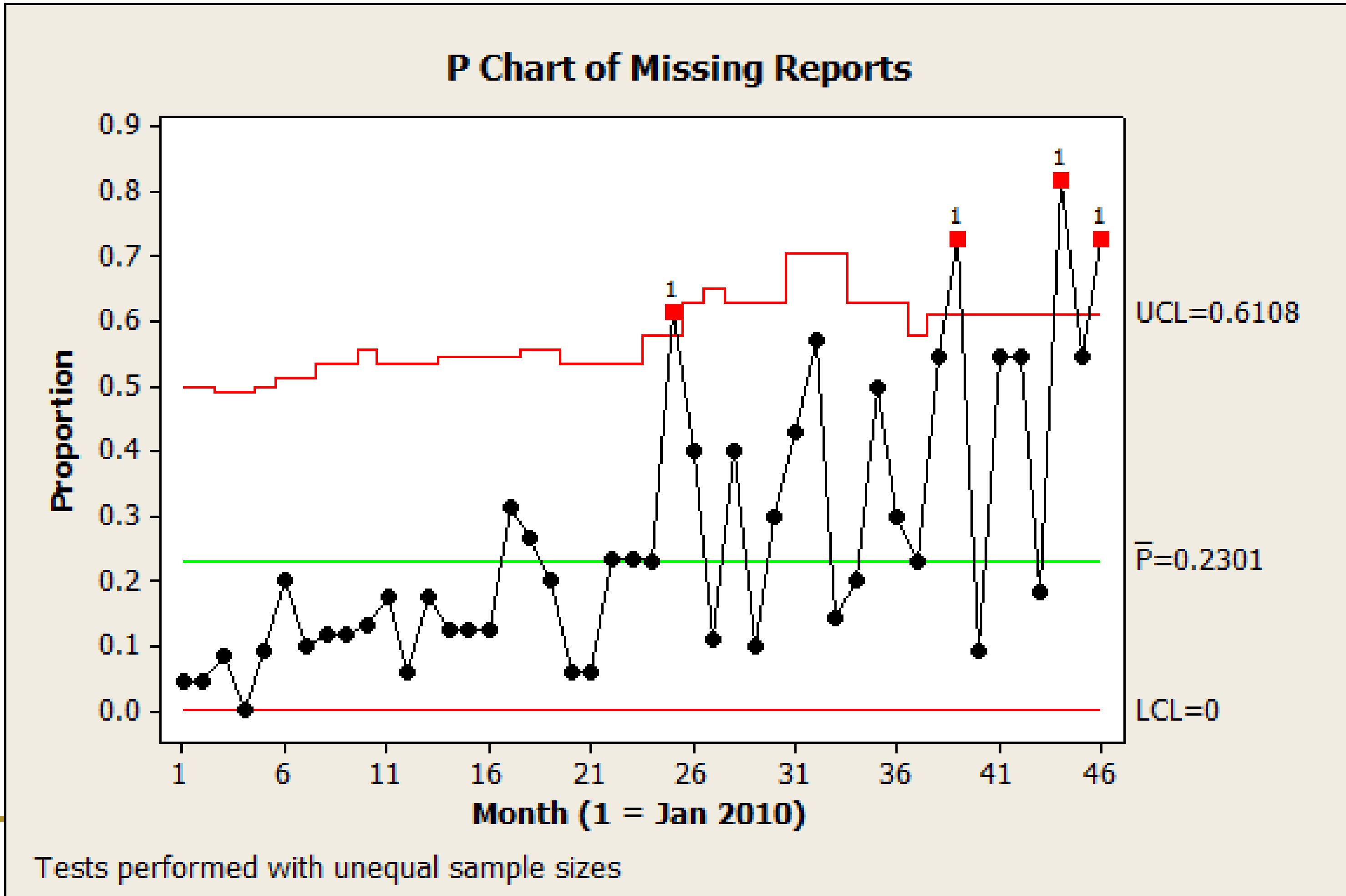
Problem Analysis

- Run chart since June 2011 suggests that a higher percentage of reports are being missed over time.



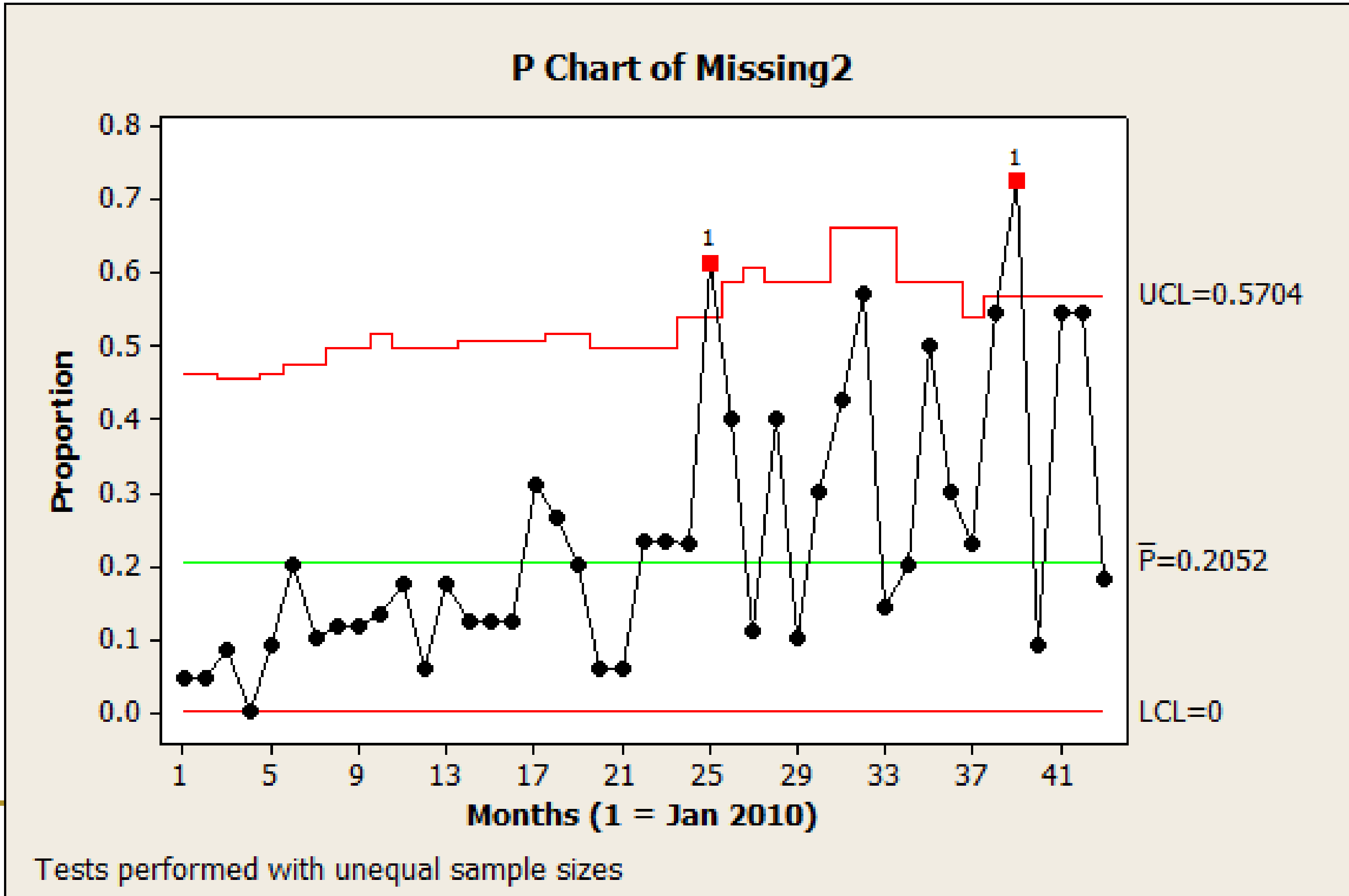
Problem Analysis

- P chart going back to January 2010 confirms: This is a process that appears to be trending toward out-of-control points.



Problem Analysis

- Same conclusion, even if P chart is halted at July 2013 (also trending toward more variability).



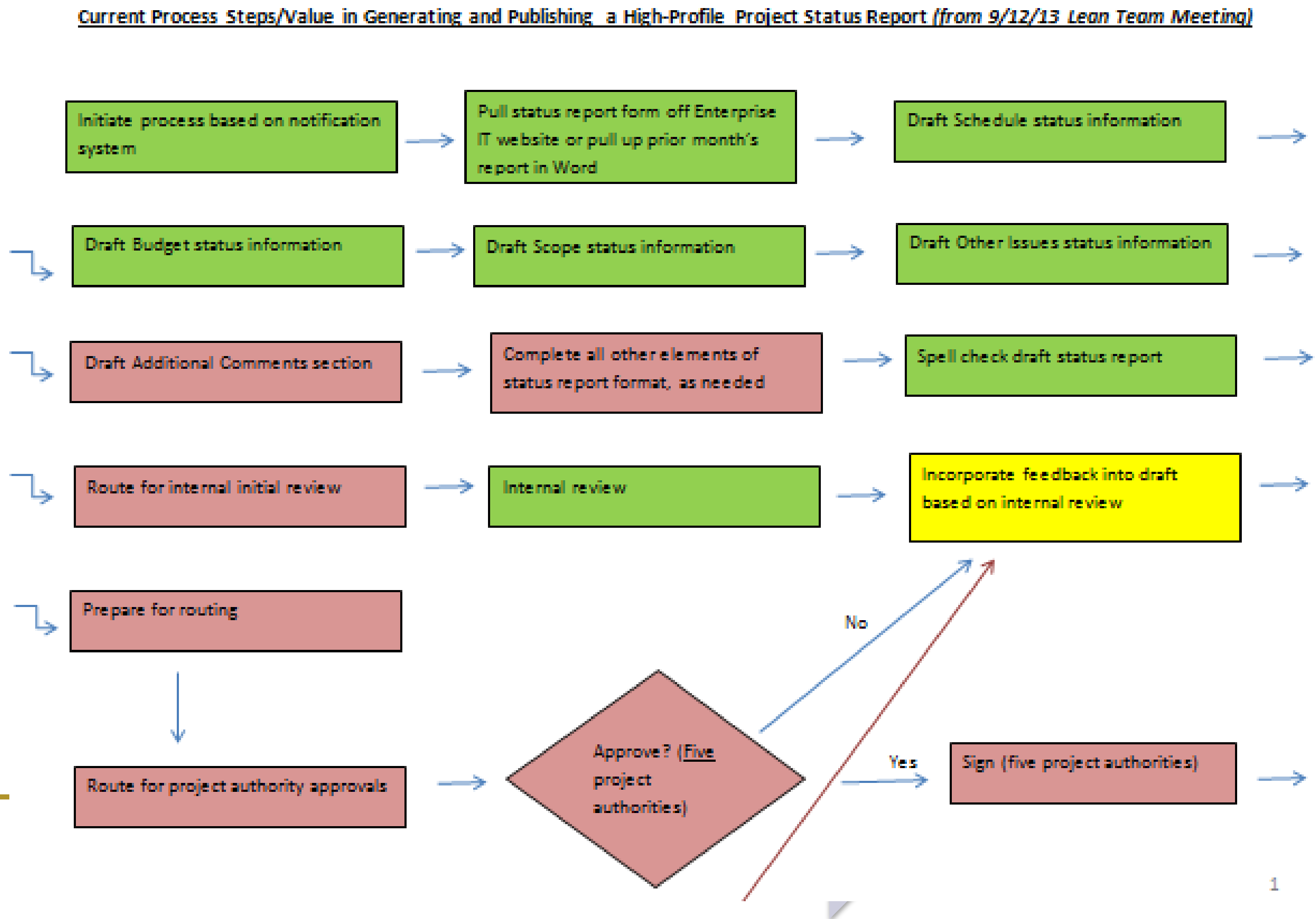
Problem Analysis

- Context that helped the team address the problem:

Consistent with survey results, the lean project team acknowledges there is inherent, fundamental value in high-visibility status reports for expensive, complex IT projects – both for the project team, agency partners and legislators. The context for analyzing the problem was how to preserve and promote that value without adding unnecessary burdens and time-wasting activities onto agency staff.

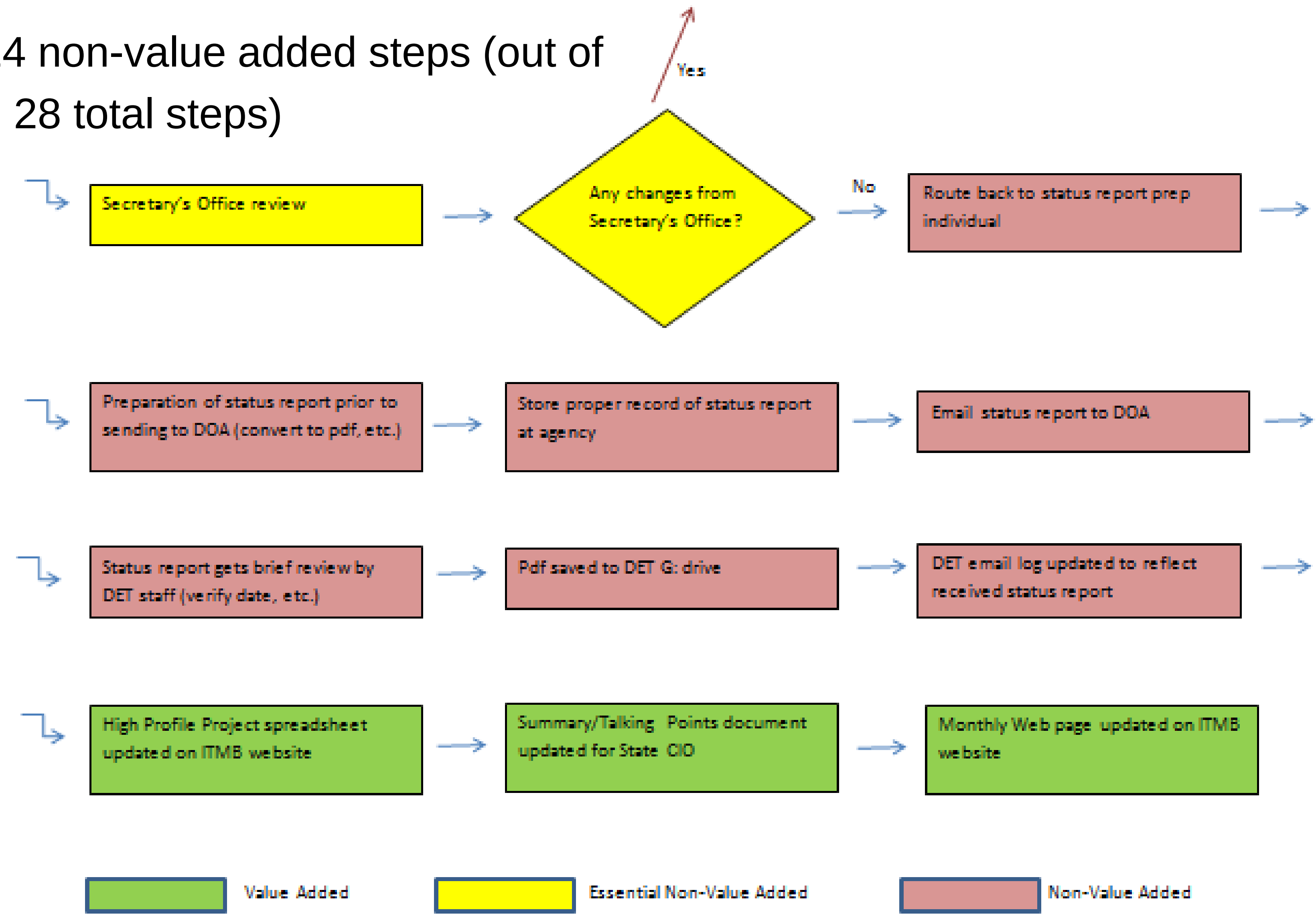
Problem Analysis

- Team value stream mapped the current process.



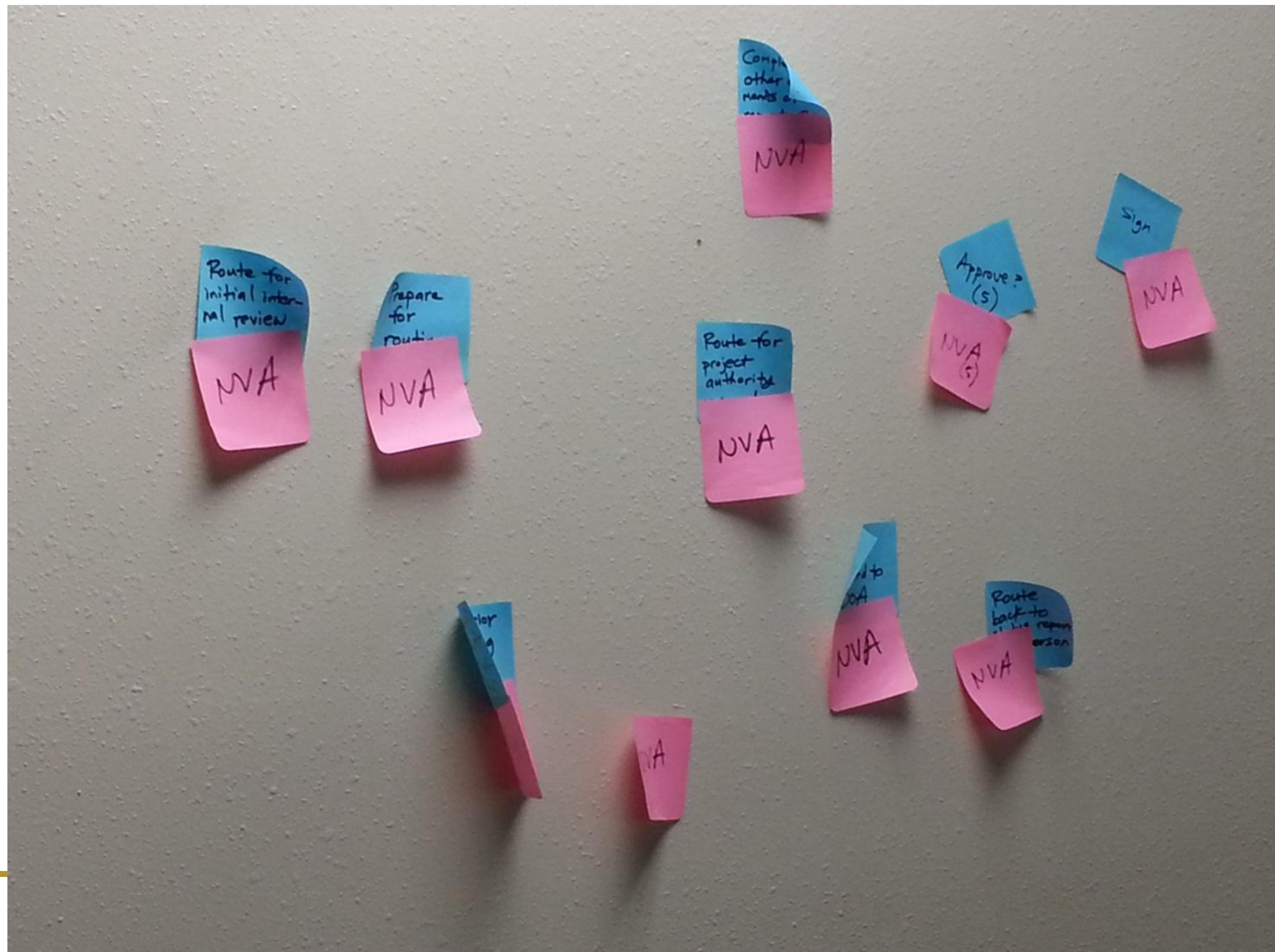
Problem Analysis

14 non-value added steps (out of 28 total steps)



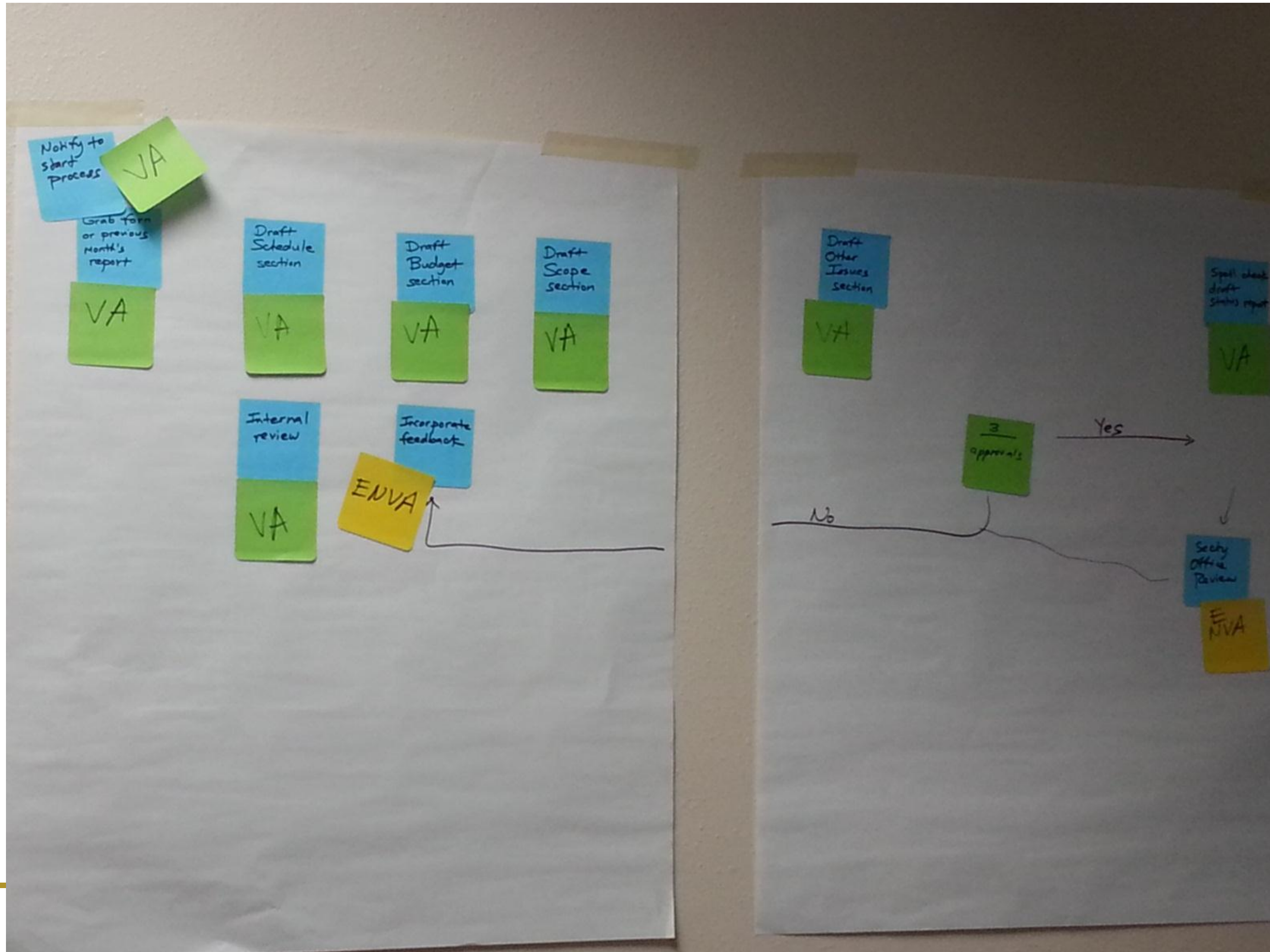
Problem Analysis

A healthy pile of removed non-value added steps led to the framework of an improved process.



Improve

Did the new process hold together?

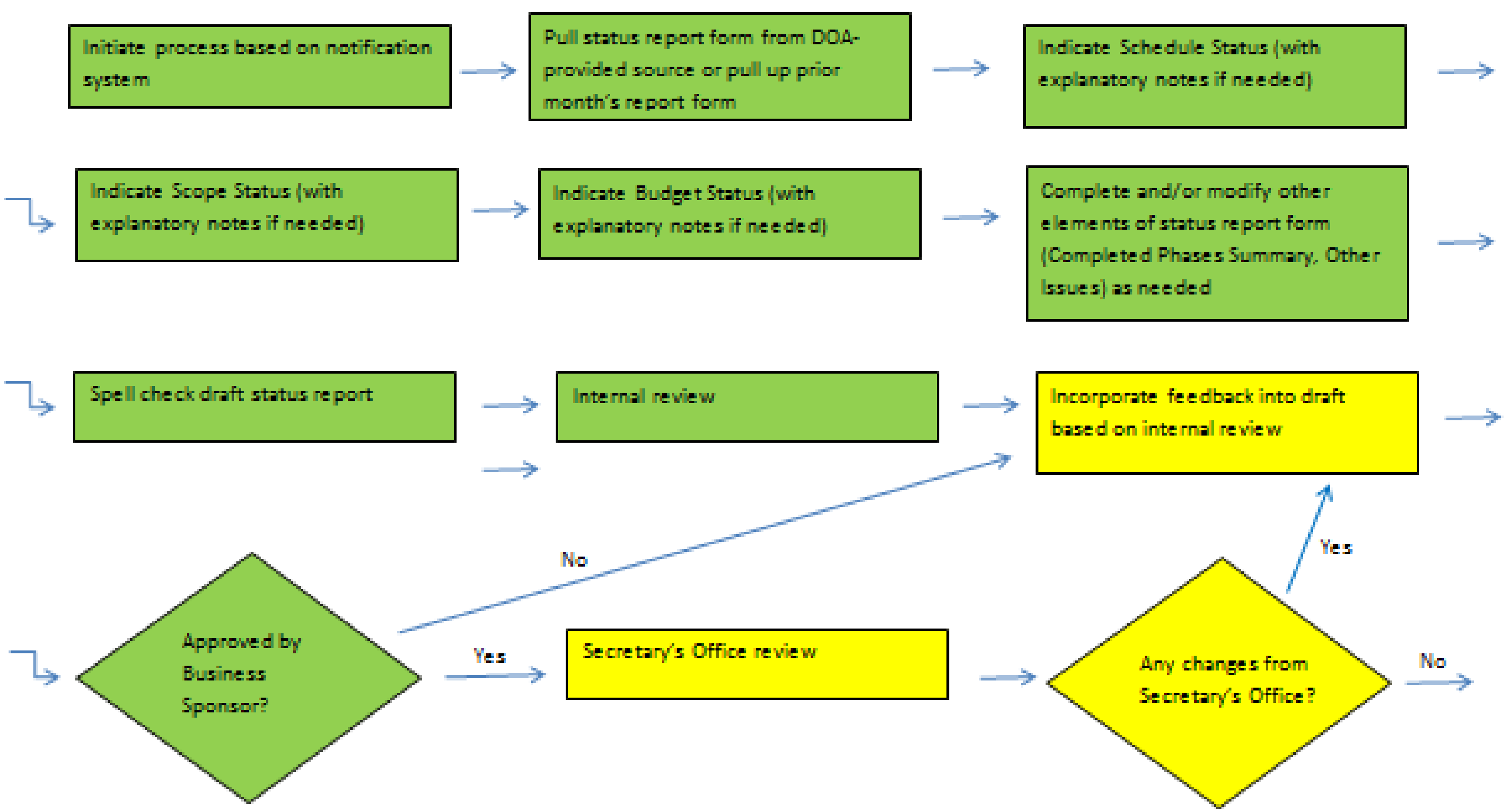


Improve

Based on the team's own experiences, survey results, and direct comparison to statutory requirements, the team's conclusion was yes!

Future State Process Map for the Quarterly Generation and Publication of a High-Profile Project Status Report

(from 10/3/13 Lean Team Meeting)



Improve

The teams recommendations result in a process consistent with the voice of the customer and with no non-value added steps, based on the team's experience and judgment.

Form forwarded to agency staff for preparation for publication

Agency publishes status report onto website available to legislative offices and state agencies

Summary/Talking Points documents updated for State CIO

Value Added

Essential Non-Value Added

Non-Value Added

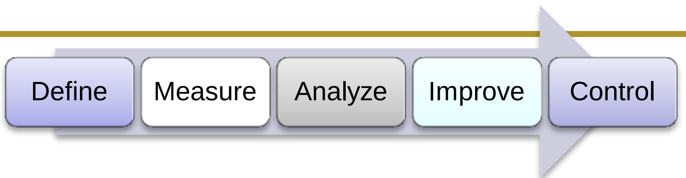
Notes about Future State Process Map

The lean project team assumes that the publication mechanism can automatically prepare a status report summary display that shows all green/yellow/red status indicators for all projects.

The lean project team assumes that the publication vehicle can serve as a repository of record and audit tool (e.g., verifying date of status report publication) for the completed status reports.

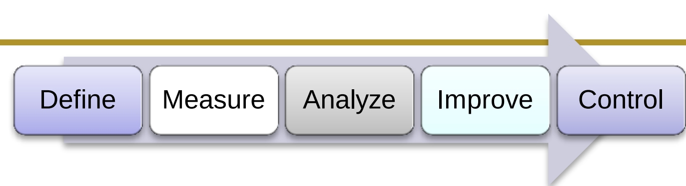
Recommended Changes

- Quarterly status reports, as opposed to current monthly (quarterly still exceeds statutory requirement).
- Quarterly reporting should line up with the dates cited in statute (March 1 and Sept. 1).
- Electronic processing and approvals are the norm (no “wet” signatures).
- One official approval required: business sponsor (as opposed to the current five).
- Spell-checking functionality built into the new form.
- New form must clearly and logically include all elements of s. 16.973(16).



Recommended Changes

- New form should reduce areas of redundancy and possible confusion.
- Agencies should have a self-publishing mechanism for status reports onto the website used by legislators (no DOA facilitation needed).
- Self-publishing mechanism will reduce email attachments and can serve as the vehicle of record for status reports (built-in versioning and storage).



Here's What a New Form Could Look Like

Department:	Select... *	**Quarter Reporting:**	Select... *
Project Name:	*	**Date of Report:**	*
Business Sponsor:	*	**Project Start Date:**	*
Other Copies To:	Enter those who will receive copies (if any).	**Planned End Date:**	*

***Original* Projected Project Cost:**	***Current* Projected Project Cost:**	**Sources of Funding for Project:**
$ *	$ *	Enter ALL sources which must equal CURRENT projected cost. * $ *
Amount of Funding Provided through a Master Lease:		Enter Another Funding Source
$ *		

Project Description

Enter a brief description of project. *

Project Status Categories

Schedule Status:	G	Project or phase is on track for the targeted implementation date.		Enter new date if needed.
	Y	Project or phase may be falling behind and adjustments may need to be made to the targeted implementation date.		Describe the specific problems or issues causing the project to fall behind schedule and what actions are being taken to address them. NOTE: If you choose "G" it is not required that you add comments here.
	R	Project or critical tasks have fallen behind schedule and corrective action must be taken to make the targeted implementation date.		
Budget Status:	G	Currently on target with project budget.		Enter main reason for project being over budget. NOTE: If you choose "G" it is not required that you add comments here.
	Y	Project is over budget by 10-24%.		
	R	Project is over budget by 25% or more.		

Summarize Completed Tasks of Project:

Summarize main portions of the project that have been completed, with brief descriptions of the deliverables included in those completed portions. *

Other Issues/Comments:

Select...

Please explain issue here

New Form Directly Matches Statute

16.973(16) No later than March 1 and September 1 of each year, submit to the joint committee on information policy and technology a report that documents for each executive branch agency information technology project with an actual or projected cost greater than $1,000,000 or that the department of administration has identified as a large, high−risk information technology project under sub. (10) (a) all of the following:

(a) Original and updated project cost projections.

(b) Original and updated completion dates for the project and any stage of the project.

(c) An explanation for any variation between the original and updated costs and completion dates under pars. (a) and (b).

(d) A copy of any contract entered into by the department for the project and not provided in a previous report.

(e) All sources of funding for the project.

(f) The amount of any funding provided for the project through a master lease under s. 16.76 (4).

(g) Information about the status of the project, including any portion of the project that has been completed.

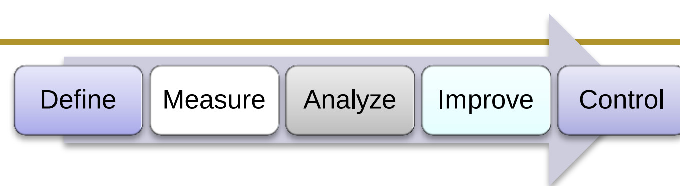
(h) Any other information about the project, or related information technology projects, requested by the joint committee on information policy and technology.

How Will We Know There Is Improvement?

- Data collection post implementation should show reduction in time between status report dates and availability to DOA and legislators (two-sample T test and Levene's test).

- Data collection post implementation should show fewer missing status reports for the required time intervals (2 Proportions test).

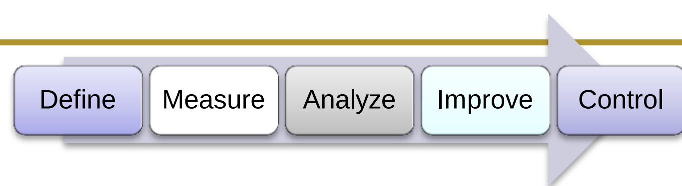
- Status reports using the new form will show better alignment with s. 16.973(16).



How Will We Know There Is Improvement?

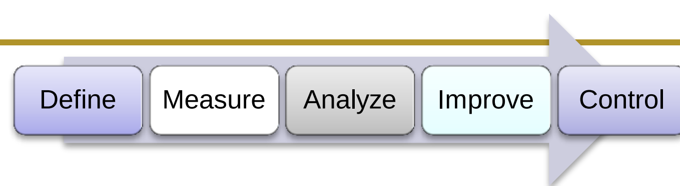
- Follow-up survey with customers should ascertain less time spent at agencies in producing status report.

- Data collection post implementation should show less DOA staff time dedicated to getting status reports published.



Next 60 Days Action Plan

- Implementation Efforts
  - Decide on and develop platform (e.g., SharePoint platform, InfoPath form vs. SharePoint form).
  - Team members can help to test new platform functionality and status report form.
  - Consult with ITDC, ITESC and any other governance groups as State CIO deems appropriate.
  - John can serve as day-to-day liaison with agencies to facilitate implementation.
  - Target full implementation timeline in order to have appropriate status reports published using new process by March 1 statutory date.



Longer-Term Considerations

- Can/should this status reporting be integrated into the mechanisms for DET project portfolio monitoring?

- Can annual agency IT planning (and updates to those plans) be facilitated on the same electronic platform as high-profile project status reporting?