



Washington State Department of
Labor & Industries

Workers' Compensation Systems Modernization Project

Quarterly Report to the Legislature
October - December 2023

Contents

Introduction.....	3
About this report	3
Executive Summary	4
Quantifiable Deliverables	5
October – December 2023 Deliverables	5
Contract Full-Time Equivalent	6
Contracted Vendors	6
Performance Metrics.....	7
Pre-Procurement Phase	7
Risks Identified.....	8
Risks.....	8
Open risks and High Priority Recommendations as of December 2023.....	8
Closed Recommendations During Quarter (October – December)	20
Conclusion	21

Introduction

This report is in response to the 2023 budget proviso for the Workers' Compensation Systems Modernization Project, Section 220, subsection 1(a) of the 2023-25 operating budget (Chapter 475, Laws of 2023).

This section requires the department to:

(a) Submit quarterly data within 30 calendar days of the end of each quarter, effective July 1, 2023, on:

(i) The quantifiable deliverables accomplished and the amount spent by subprojects identified in (a)(i)(A) through (F);

(ii) All of the quantifiable deliverable accomplished by subprojects identified in (a)(i)(A) through (F) of this subsection, and in total, and the associated expenditures by fiscal month;

(iii) The contract full time equivalent charged by subprojects identified in (a)(i)(A) through (F) of this subsection, and in total, compared to the budget spending plan by month for each contracted vendor and what the ensuing contract equivalent budget spending plan by subprojects identified in (a)(i)(A) through (F) of this subsection, and in total, assumes by fiscal month;

(iv) The performance metrics by subprojects identified in (a)(i)(A) through (F) of this subsection, and in total, that are currently used, including monthly performance data; and

(v) The risks identified independently by at least the quality assurance vendor and the office of the chief information officer, and how the project:

(A) Has mitigated each risk; and

(B) Is working to mitigate each risk, and when it will be mitigated;

ABOUT THIS REPORT

The Workers' Compensation Systems Modernization (WCSM) Project has an approved updated technology budget as of October 20, 2023, as required by Section 701 of the 2023-25 operating budget.

Executive Summary

This report covers the second quarter (Gate 5) of the 2024 fiscal year. Notable highlights for the quarter include appointing Manoj Verma as WCSM's new project director in November, and the project team continuing its progress in Pre-procurement phase activities and deliverables.

Manoj reports directly to the project's executive sponsor and serves as the key link between WCSM and its oversight partners and stakeholder groups. Manoj was previously L&I's chief systems integration officer (2018-2021) and a former WCSM interim project director (2021) before gaining additional experience as the systems remediation director for the One Washington project at the Office of Financial Management. Manoj spent the first six weeks working with the project steering committee team and oversight partners, as well as with the project team, to get up-to-speed. His initial body of work revolved around gaining alignment for the Pre-procurement phase charter and scope of work

WCSM also started work with Deloitte on Data Management Strategy; Decommissioning Strategy; Target State Solution Strategy; Target State Journey Map Crosswalk. Though facilitated and managed by Deloitte, this work includes expertise from nearly 100 L&I employees who work with the workers' compensation computer systems on a regular basis.

Other key work during Quarter 2:

- Received approval for the Gate 5 technology budget.
- The Organizational Change Management team successfully launched a smaller version of the L&I Network or Knowledge (LINK), the project's peer-to-peer communication and OCM network.
- Approved plans during Q2: Communication; Organizational Change Management; Schedule Management; Governance Management; Financial Management; Procurement Management; Vendor Management.
- Plans for Pre-procurement phase Charter, Project Management, Project Schedule, Change Control Management, Resource Management and Stakeholder Engagement were under review during Q2 and expected to be approved in Q3.
- Continued meeting twice-monthly with L&I's legislative affairs director to prepare for the 2024 legislative session; produced new WCSM fact sheet for legislators and staffers.
- Developed Draft Pre-Procurement Phase Charter.

The project team continued to work on finishing recommendations made during the 2021 independent review of the project. As of December 2023, the project team completed four of the 13 recommendations, and should finish the fifth recommendation in Q3. The remaining recommendations can't be finished until after the Pre-procurement phase.

Quantifiable Deliverables

Section 220, subsections 1(a)(i) and (ii) of the 2023-25 operating budget, require all quantifiable deliverables accomplished by specific subprojects and in total to be reported quarterly, including the associated expenditures by each deliverable by fiscal month.

OCTOBER – DECEMBER 2023 DELIVERABLES

The WCSM project team worked on several deliverables in Q2 2023:

- WCSM Project Plans: Completed Communication; Organizational Change Management; Schedule Management; Governance Management; Financial Management; Procurement Management; Vendor Management.
- Tech Arch, Data & Decommissioning Project Plan (Deliverable 0.1)
- Target State Solution Strategy & Design Approach (Deliverable 1.1)
- Target State Journey Map Crosswalk (Deliverable 4.1)

The project team continues to produce monthly status reports, responses to QA recommendations, decision options analysis, as well as other project-related tasks.

In total, L&I incurred \$592,442 in expenditures during this quarter, including proviso expenditures of \$471,184 and in-kind expenditures of \$121,258.

<i>Proviso – Total Quarterly Expenditures Summary</i>	
Cost Category	Total Expenditure
State Employee Staffing Costs	\$314,122
Non-State Employee Staffing Costs	\$0
Contracted Professional Services	\$157,062
Software Licenses and Subscriptions	\$0
Hardware and Equipment	\$0
Other	\$0
Total	\$471,184

Total proviso-funded contractor spending for October – December 2023 was as follows.

<i>Proviso – Total Quarterly Expenditures by Contractor</i>		
Vendor	Contracted Work	Total Expenditure
Captech Ventures Inc.	OCM Services	\$36,222*
Integrated Solutions Group (ISG)	Quality Assurance	\$99,840*
KB & Associates LLC	Leadership Coaching	\$21,000
	Total	\$157,062

*The ISG and Captech invoices for Sept were processed in Q2; KB & Assoc. invoices for Aug-Oct work were also not processed until Q2.

Contract Full-Time Equivalent

Section 220, subsection 1(a)(iii) of the 2023-25 operating budget, requires the department to submit the contracted full-time equivalent charged by subprojects in total and compared to the budget spending plan by month for each contracted vendor and what the ensuing contract-equivalent budget spending plan assumes by fiscal month and in total.

CONTRACTED VENDORS

For this reporting period, L&I used four contracts for the project:

- Captech Ventures Inc.
- Deloitte Consulting LLP
- Integrated Solutions Group (ISG) for quality-assurance services.
- KB & Associates LLC

Below are the average monthly costs for each vendor with expenditures recognized during this reporting period, October – December. Overall vendor costs are generally consistent with the current spending plan. However, the project anticipates an overall underspend on the Business Strategic Advising body of work originally budgeted for and included in the approved technology budget. This work is not anticipated to move forward at this time as it is not expected to be needed.

<i>Proviso – Contracted Vendors</i>			
Vendor	Average Monthly Cost	Average Monthly FTE	Notes
Captech Ventures Inc.	\$12,074*	0.33 FTE	Services in all 3 months of quarter; delayed invoices
Integrated Solutions Group (ISG)	\$33,280*	1.03 FTE	Services in all 3 months of quarter; Sept invoice (Q1) also paid in Q2
KB & Associates LLC	\$7,000	0.10 FTE	Invoices paid in Q2 for Aug-Oct services

*The ISG and Captech invoices for Sept were processed in Q2; KB & Assoc. invoices for Aug-Oct work were also not processed until Q2.

In addition, during the months of October – December, subject matter experts from across the agency participated in WCSM project meetings and workgroups to provide expertise to support contracted vendor and project management team deliverables. The following costs are estimated for agency in-kind resources utilized to support the project.

<i>In-Kind Agency Support</i>		
Deliverables	Est. Agency Resource Cost	Est. Average Monthly FTE
WCSM Project Management Work	\$104,877	2.28
Target State Solution Strategy & Design Approach (Del 1.1)	\$12,060	0.29
Data Management Strategy & Roadmap (Del 3.1)	\$4,321	0.10
Total	\$121,258	2.66

Performance Metrics

Section 220, subsection 1(a)(iv) of the 2023-25 operating budget, requires the department to report the performance metrics by subprojects that are currently used, including monthly performance data.

PRE-PROCUREMENT PHASE

L&I's WCSM project is in the pre-procurement phase. Performance metrics and SMART goals for this phase were developed and socialized with project team members. Ongoing project management activities have continued into the current phase. To measure those, on-time completion of tasks are tracked by comparing the baseline integrated schedule against the current progress for key milestones for the project. Key milestones tracked include:

- QA recommendations and mitigation.
- Risks/issues analysis and disposition.
- Projected vs. actual expenditures.

Business, technology and overall project performance metrics will be developed with the review and update of the WCSM Project Charter occurring during the next quarter.

Risks Identified

Section 220, subsection 1(a)(v) of the 2023-25 operating budget, requires the risks to be identified independently by at least the quality-assurance vendor and the Office of the Chief Information Officer (OCIO) and information provided to explain how the project:

- Has mitigated each risk; and
- Is working to mitigate each risk and when it will be mitigated.

RISKS

During this reporting period, the project was tracking 10 risks; 8 are open, 0 are on hold and 2 were closed. More information on each of the high priority risks is provided below.

OPEN RISKS AND HIGH PRIORITY RECOMMENDATIONS AS OF DECEMBER 2023

QA ID #	PMBOK Category	QA Recommendation	Date Identified	Status	Priority	Agency Response	Assignee	Target Date
6.13	Resources	Develop and implement corrective measures to address the observed high turnover in the Project Director role.	3/23	Open	High	<p>1/24: The full WCSM Team report on focus group findings and review of the action plan is scheduled for 2/12/24. The full WCSM Project Team will have the opportunity to provide feedback on the action plan to make sure the root causes are adequately addressed. In addition, the WCSM Culture Survey will be activated in January 2024 and include Steering Leadership (voting & non-voting members) externals (WaTech & QA).</p> <p>12/23: Additional review sessions of focus group feedback and the draft action plan to address were held with WCSM Executive Leadership in December. Revisions are being made to the action plan based on feedback, and work continues with OCM to fold the work into the WCSM Culture Survey process in order to track progress and impact. Report out to the full WCSM Project team on focus group results, and an action plan is anticipated in early 2024.</p> <p>11/23: Agency and WCSM leadership met in November to review the focus group sessions'</p>	Liz Smith and Manoj Verma	February 2024

QA ID #	PMBOK Category	QA Recommendation	Date Identified	Status	Priority	Agency Response	Assignee	Target Date
						<p>outcomes and determine the next steps. Executive Sponsor and Project Director have started socializing the action items to address key findings from the focused group conversation. As a next step, these action items will be shared with LT3 and the broader project team to gather feedback and alignment starting the month of December. Progress and impact of changes will be tracked with the WCSM Culture Survey process, along with integrating in the alignment coaching initiative.</p> <p>10/23: The Executive Sponsor, agency leadership, and alignment coach received lessons learned focus group results from the Enterprise Change Readiness Office (ECRO) team. The focus groups sought to identify success, progress, and critical behaviors needed to achieve the desired future state. As a result of the debrief with agency leadership, next steps were developed to discuss results with WCSM Executive Leadership before a final debrief meeting with the full project team. The lessons learned work that was conducted by ECRO is anticipated to wrap up by 11/30/23. Leading up to that time, The WCSM project will work with ECRO on addressing the lessons learned results that were around generalized project improvement. Additionally, ECRO will collaborate with the alignment coach to integrate the work to address the Project Director turnover in the WCSM alignment coaching initiative, which will run until May 2024. ECRO and the project team will also discuss project improvement lessons. The project team and change management will use the twice yearly WCSM Culture Survey to evaluate the effectiveness of addressing the root causes. ECRO will be consulted as</p>		

QA ID #	PMBOK Category	QA Recommendation	Date Identified	Status	Priority	Agency Response	Assignee	Target Date
						<p>needed for this work.</p> <p>9/23: Lesson learned focus groups being led by the Enterprise Change Readiness Office (ECRO) analyzed data acquired during workshops for themes; follow-ups with focus groups on the data collected and themes are being completed in September and early October. Based on feedback from the sub-team report-outs, the full team report-outs in early October will be canceled and instead, the focus will be on reporting the findings directly to the LT3. This will allow for a more honest and direct conversation. To support the next steps from those conversations, leadership alignment coaching was brought on in September and is integrating into the work to help develop and implement recommendations and next steps.</p> <p>8/23: Lessons learned activities continue with resources from the Enterprise Change Readiness Office (ECRO) leading the work effort. Data analysis, theme rollup, and report drafting will occur in August, along with initial reviews of data with participants. Workshops to brainstorm next steps for corrective measures will occur in September/October.</p> <p>7/23: Lessons learned sessions were extended into July due to scheduling conflicts. Data analysis, theme rollup, and report drafting will occur in August. Sharing of information and team goal setting set for September.</p> <p>6/23: Lessons learned sessions are in progress and will wrap up in June. Synthesizing of information gained and the determination of strategy and next steps will continue into July.</p> <p>5/23: Members from the Enterprise Change Readiness</p>		

QA ID #	PMBOK Category	QA Recommendation	Date Identified	Status	Priority	Agency Response	Assignee	Target Date
						<p>Office (ECRO) are working with the Executive Sponsor to develop a lessons learned exercise. This lessons learned plan will help inform the next steps and the coaching sessions with leadership and the project team to improve retention.</p> <p>4/23: The project team, along with the Executive Sponsor, will conduct a lessons learned exercise to understand what occurred over the past several months, look at examples, and reflect on what could have been done differently. The team will build and implement a strategy to address any barriers that have been identified during the lessons learned exercise.</p>		
6.14	Resources	Define Executive Leadership's roles and responsibilities and document them in an Exececutive-level RACI matrix to ensure better alingment with the model's principles for decision-making and delegation of authority to the Project Director and Executive Sponsor under the adopted Governance Model.	3/23	Open	High	<p>1/24: Executive Sponsor and L&I's CFO are working to define the CFO's roles and responsibilities on the WCSM project. In addition, the Project Director and Deputy Project Director are redefining teams and project roles to ensure decision-making at the appropriate level by the correct people.</p> <p>12/23: The Project Director has prioritized and began working with Executive Leadership to define project roles and responsibilities and alignment with the Independent Review and Governance Realignment work effort.</p> <p>11/23: The new Project Director has reviewed the RACI/RAPID matrixes and is collaborating with the Executive Sponsor to explore how these matrixes can enhance decision-making efficiency. The aim is to align them with the Independent Governance Realignment Review recommendations, of input by many decisions made by few.</p> <p>10/23: The executive RAPID/RACI matrixes were constructed in September and October by combining and unifying the previously drafted</p>	Liz Smith	February 2024

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						<p>RACI matrix with the approved Steering Committee Charter's roles, responsibilities, and decision making guidelines. During the week of October 16th, the Project Office began reviewing these documents. The next step is to review the RAPID decision making model and the RACI matrix with the Executive Sponsor for alignment. The Risk & Governance PM will then work in conjunction with the Executive Sponsor, OCM Lead, and Leadership Alignment Coach to develop an approach for working with Steering Committee members to gain acceptance of the change and begin leveraging the matrixes to support decision-making on the project.</p> <p>9/23: The Risk & Governance project manager is still being onboarded. They are working on enhancing the process for the RACI Matrix. Additionally, they are developing and testing the RAPID Decision-Making Matrix leveraging the Executive Steering Committee Charter and Governance Management Plan. The RAPID Matrix is designed to increase the efficiency and productivity of the Executive Steering Committee by clarifying decision-making roles and responsibilities. Anticipated reviews of RACI and RAPID matrices is mid-October.</p> <p>8/23: Risk & Governance project manager onboarding in progress. Initial discussions around project governance and Executive RACI matrix have occurred, with a plan in development to finalize Executive Leadership's roles and responsibilities across the project.</p> <p>7/23: Risk & Governance project manager will onboard beginning of August, initial focus of work will be on evaluating executive-level RACI matrix and working with leaders to ensure alignment.</p>		

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						<p>6/23: The project is finalizing the recruitment of a project manager to focus on risk and governance. The initial focus will continue to be on defining executive leadership roles and responsibilities.</p> <p>5/23: Currently the project is recruiting and interviewing for a project manager that will be focused on risk and governance. This will be one of the first areas they will be focusing on with the executive leadership is to define their roles and responsibilities. In order to gain alignment and understanding on roles if there is misalignment, coaching sessions with the leaders will be used.</p> <p>4/23: The project team developed an initial Executive-level RACI matrix. The Executive Sponsor is currently socializing the WCSM Executive Leadership matrix with other L&I executives in order to document L&I Leaders roles and responsibilities for the WCSM project.</p>		
1.25	Integration	Produce an approved scope statement and revised Project Charter, at a minimum, prior to authorizing any additional work or initiating new workstreams going forward, and prioritize planning activities to develop, revise, validate, approve and socialize appropriate plans and controls, including critical components such as an organizational chart, work breakdown structure, integrated project schedule, context diagram, resource plan, and clearly defined roles and responsibilities for all parties (including RACI charts) for the work outlined in the approved scope statement and authorized under the revised WCSM Project Charter.	7/23	Open	High	<p>1/24: The Project Director conducted multiple scope and alignment discussions with WCSM Project Leadership and external oversight to move toward an approved scope and phase charter. Internal WCSM Leadership gained alignment on the scope of the pre-procurement phase. Continued conversations are needed with WaTech to gain alignment on the modernization roadmap and scope of work necessary in the current phase.</p> <p>12/23: Work continued in the Project Office to review and update the WCSM Project Management Plan and its subsidiary plans. The anticipated completion date is now January due to competing project deliverable reviews and holidays. For clarification, the Project Management Plan updates are not dependent upon the finalization of the current phase</p>	Liz Smith	February 2024

QA ID #	PMBOK Category	QA Recommendation	Date Identified	Status	Priority	Agency Response	Assignee	Target Date
						<p>scope and charter. They are aligned with the overall WCSM Project Charter and adopted a modernization roadmap in the Discovery Phase, addressing how the project is managed from a holistic standpoint. WCSM Executive Leadership meets in November and December to discuss the scope of the pre-procurement phase. Conversations also continued in December with external oversight to gain alignment. Additional discussions with leadership and external oversight will be scheduled in January.</p> <p>11/23: The Phase Charter is in review with the Executive Steering Committee to ensure alignment on the scope for the Pre-Procurement phase. WCSM Leadership met in November and will meet again in early December to further gain alignment on scope. The WCSM Project Managers are currently reviewing and updating the WCSM Project Management Plan and its subsidiary plans, aiming to finalize them by December 2023. The plans will then be monitored and updated every 6 months. The WBS and Integrated Project Schedule development is ongoing, and efforts are being made to align the QA recommendations with OCIO and L&I expectations. Since the project scope has not been defined, progress on this work has been stalled. However, regular schedule monitoring and validation continue with other project partners. The WCSM Project Managers provide weekly updates for their sub-plans. The WCSM project team is reviewing the Deloitte schedule, which will be integrated once approved. The Risk & Governance PM is actively involved in building a RACI matrix at the project team and executive levels, with the documents being advanced through the Project Director and</p>		

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						<p>the Executive Sponsor.</p> <p>10/23: The Project Management Plan and subsidiary plans have undergone scheduling using Work Breakdown Structures (WBSs) for reviews, updates, and approvals. The Project Team will be reviewing the Executive and Project Team RACIs the week of October 16th to ensure context and clarity, and collaboration with the Communication and Organizational Change Management (OCM) team is planned to ensure a smooth socialization approach and transition with the proposed changes. Additionally, the Pre-Procurement Phase Charter has received continued attention to ensure that the scope, goals, and objectives for this phase are well-defined and follow the SMART guidelines.</p> <p>9/23: The August QA report upgraded the recommendation from Medium to High. In July, the Project Team began working on a scope statement and Pre-Procurement Phase charter. The refinement of the phase scope, goals, and objectives continued in August and September. During the August Executive Steering Committee meeting, there was a working discussion to gain alignment from project leadership on the direction for this phase. The RACI matrix for the project team is currently under review and being updated as necessary. Work on the executive-level RACI matrix is also ongoing. An integrated project schedule was created in July and is being updated as the scope and SOWs (Statements of Work) are defined and assigned. Additionally, the Project Office is conducting a semi-yearly review of the approved Project Management Plan to align it with the approved Modernization Strategy. The team is also reviewing and updating the overarching</p>		

QA ID #	PMBOK Category	QA Recommendation	Date Identified	Status	Priority	Agency Response	Assignee	Target Date
						<p>WCSM Project Charter.</p> <p>8/23: Chartering for Pre-Procurement Phase is in progress, including emphasis on phase goals and scope.</p>		
5.5	Quality	Prioritize the identification and/or development of WCSM operational metrics using SMART (Specific, Measurable, Achievable, Relevant and Time bound) guidelines and incorporate them into all planning artifacts that describe the desired future state, as well as into project controls, such as the Project Charter, as appropriate.	7/23	Open	High	<p>1/24: SMART goals were created to bridge Phase Charter to Project Charter, and included input from leadership team members. SMART goals were included in the Pre-Procurement Charter sent to the Steering Committee. The Pre-Procurement Charter has not yet been approved by the Steering Committee.</p> <p>12/23: The Project Director has prioritized and begun working with the Executive Leadership find alignment on Project Charter to help define metrics that the Project can leverage in response to this recommendation.</p> <p>11/23: The team collaborated with the former Acting Project Director and Deputy Project Director to outline SMART goals in the project charter. The revised goals were reviewed by ISG and incorporated their feedback, then presented to WCSM leaders for their input and necessary adjustments. The Charter, including the SMART goals, was circulated to the Steering Committee for review. Finalization of this recommendation is pending alignment on phase scope from the Steering Committee.</p> <p>10/23: To ensure the development of operational metrics using SMART guidelines, the WCSM Team engaged in SMART exercises and collaborated with QA to meet SMART guidelines. To set clear goals, Statements of Work (SOW) and previous gate artifacts were reviewed. To ensure clarity with stakeholders, plain talk meetings were conducted. The project office also facilitated collaboration and realignment meetings with</p>	Liz Smith	February 2024

QA ID #	PMBOK Category	QA Recommendation	Date Identified	Status	Priority	Agency Response	Assignee	Target Date
						<p>operational leadership to refine and define our goals. A drafted Pre-Procurement Charter reflecting all this work is being reviewed by the Executive Sponsor for alignment.</p> <p>9/23: The August QA report upgraded the recommendation from Medium to High. However, work to create a pre-procurement phase charter have been underway since July. The Pre-Procurement Phase Charter includes specific, measurable, achievable, relevant, and time-bound goals, following the SMART principle. In addition, the overarching WCSM Project Charter includes success metrics that were previously identified. The project team is currently focused on defining additional metrics in all planning documents.</p> <p>8/23: Chartering for Pre-Procurement Phase is in progress, including emphasis on phase goals and scope.</p>		
3.10	Schedule	The Project should adopt a more iterative approach to schedule development that focuses on producing and maintaining an interim, stand-alone schedule for planning and managing near-term Pre-Procurement activities while continuing to develop an IPP for the entire Pre-Procurement phase.	10/23	Open	High	<p>1/24: The Project Office developed an interim 60-day project schedule view in December to highlight the known work. Full development of a 60-day view, along with an integrated project schedule, is dependent upon WCSM Executive Leadership's alignment on phase scope and approval of a phase charter.</p> <p>12/23: The Project Office worked to develop an interim 60 day project schedule view to highlight the upcoming known work. Further work is in progress to identify additional pre-procurement activities needed in order to determine resourcing needs and dependencies. Pre-procurement scope and timeline planning sessions will be scheduled in January to further build out the interim schedule, as well as contribute to the continued development of the overall</p>	Liz Smith	February 2024

QA ID #	PMBOK Category	QA Recommendation	Date Identified	Status	Priority	Agency Response	Assignee	Target Date
						<p>Integrated Project Schedule.</p> <p>11/23: On 11/16, a meeting was held with ISG and OCIO to discuss the next steps for the schedule and ensure alignment with ISG recommendations. This meeting will determine the actions to be taken in developing the schedule and schedule management plan. The known near-term work is included in the schedule and undergoes weekly monitoring and validation. Deloitte's project schedule is expected to be approved and integrated soon. However, the remaining project scope and work have yet to be defined or approved, which creates difficulties in providing estimates.</p>		
3.9	Schedule	<p>Address the discrepancy between estimated vs. actual durations for the review and approval of vendor deliverables and project artifacts. ISG observes that the estimated durations for these tasks appear to be unrealistic based on actual past performance. ISG advises the project to implement one of the following remedies:</p> <p>Revise planning assumptions to reflect the actual durations of recent review and approval cycles, or;</p> <p>Revise the current process to ensure that review and approval cycles can be successfully completed in the desired timeframes.</p>	10/23	Open	High	<p>1/24: The Project Director requested that the Deloitte team develop options for how best to decompress the aggressive SOW schedule. Deloitte team shared three options to decompress the schedule the first week of January. The project team shared these options and requested feedback broadly, including the business lead, technology lead, WaTech oversight consultant, and QA vendor partner. Project director recommended an option to decompress the schedule to the Executive Sponsor. A decision is expected by end of January. This recommendation is targeted to close during the next review cycle.</p> <p>12/23: Discussions on decompressing current timelines under the Deloitte SOW occurred in November/December with the WCSM Project Director, Executive Leadership, and external oversight. Initial conversations have occurred with the vendor on ways to address the aggressive schedule and prevent burnout. The Project Office and Vendor PM will have discussions in early January on options for extending schedule,</p>	Manoj Verma	January 2024

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						<p>including working sessions, document reviews, and deliverable due dates. Schedule changes will require a change order and an amendment to the current SOW in accordance with the contract. The Project Office also revised the planning assumptions on Project artifact review cycles in response to this recommendation, extending the review cycles to allow for more focused time for review and feedback.</p> <p>11/23: The WCSM Team meet with ISG and OCIO to discuss the next steps for the project schedule and ensure alignment with recommendations from ISG, L&I, and OCIO. The current review cycles were based on previous project phases and assumed to be agreed upon and beneficial for the project. Priority vendor deliverable reviews are being requested from WCSM Leads, with other team members given some relief from having to review all artifacts. Weekly updates are being sent to improve alignment within the team. However, redefining the review process would require diverting resources from other work, which is currently outside the scope of the ongoing phase. This also would involve amendments to executed SOWs to address the review cycle and deliverable due dates already agreed to. The project office manager has escalated this issue to determine project office priorities and establish a more solid foundation for their work. Extended review schedules for project office artifacts are being discussed to allow more time for vendor deliverable reviews.</p>		
8.5	Risk Management	Prioritize the formalization of executive-level roles and responsibilities (QA Recommendation 6.14, March 2023) to inform core Risk Management activities such as assignment of ownership, development and approval of	12/23	New	High	1/24: The WCSM Project Team is analyzing this recommendation and drafting a response.		

QA ID #	PMBOK Category	QA Recommendation	Date Identified	Status	Priority	Agency Response	Assignee	Target Date
		mitigation strategies, and status reporting to appropriate parties. QA reiterates the critical importance of risk ownership at the appropriate levels within the governance structure to ensure that the responsibility for managing individual risks, issues, and mitigation efforts can be assigned to team members who have the authority to do so effectively.						

CLOSED RECOMMENDATIONS DURING QUARTER (OCTOBER – DECEMBER)

High Priority Recommendations	Opened	Closed
No high priority recommendations were closed during October – December 2023		

Low Priority Recommendations	Opened	Closed
QA Recommendation 3.4 - Demonstrate readiness for releasing the RFP by developing a detailed procurement schedule (.mpp) with resourcing and baseline the schedule using the WCSM governance processes.	April 2020	December 2023
QA Recommendation 9.4 - Ensure the Procurement schedule (.mpp) includes sufficient time for L&I to respond to vendor questions and for vendors to finalize their proposals accordingly.	April 2020	December 2023

Conclusion

Historically, the WCSM project team hired a third-party contractor to serve as the project director. Manoj Verma is the first L&I employee hired to lead a project of this magnitude. Manoj's experience, along with the daily work from the WCSM project management office, should help guide continued work through the pre-procurement phase (tentatively scheduled through August 2024).

The project team anticipates wrapping up work and getting key deliverables from Deloitte both in Q3 and Q4. This work is essential for the project team to build its modernization strategy that will support future procurements.