



COMMONWEALTH of VIRGINIA

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September 13, 2013

The Honorable Robert F. McDonnell
Governor of Virginia

The Honorable Lacey E. Putney, Chairman
House Appropriations Committee

The Honorable Walter A. Stosch, Chairman
Senate Finance Committee

Gentlemen:

Item 83.H. of Chapter 3, 2013 Virginia Acts of Assembly requires this Department to report on the status of an automated time, attendance and leave (TAL) Application for use by executive branch agencies to the Chairmen of the House Appropriation and Senate Finance Committees by October 15, 2013.

The enclosed progress report for an automated TAL application is provided in response to this requirement.

Respectfully Submitted,

A handwritten signature in cursive script that reads "Sara R. Wilson".

Sara Redding Wilson

cc Lisa M. Hicks-Thomas
Secretary of Administration

2013 PROGRESS REPORT

DHRM'S PLAN TO IMPLEMENT AN AUTOMATED TIME, ATTENDANCE, AND LEAVE (TAL) APPLICATION FOR USE BY EXECUTIVE BRANCH AGENCIES

Item 83.H. of Chapter 3, 2013 Virginia Acts of Assembly

Included in these amounts is \$606,439 in the second year for the implementation of an automated time, attendance and leave system. The Department of Human Resource Management shall report on the status of an automated time, attendance and leave (TAL) Application for use by executive branch agencies to the Chairmen of the House Appropriation and Senate Finance Committees by October 15, 2013.

EXECUTIVE SUMMARY

The Department of Human Resource Management (DHRM) is charged with developing and deploying enterprise-wide human resource solutions, and modernizing the Commonwealth's central human resource systems and data repositories. In 2011, the TAL project was approved to develop and provide a Time, Attendance and Leave (TAL) option to Executive Branch agencies, and by definition, function as a central administrative system. Creating technologically advanced systems and efficient infrastructure capabilities that deliver accurate and consistent employment information throughout the Commonwealth is a key goal within this department's strategic plan. From its inception, the attributes of the TAL Project correlated to that goal and to the strategic priorities of the Governor.

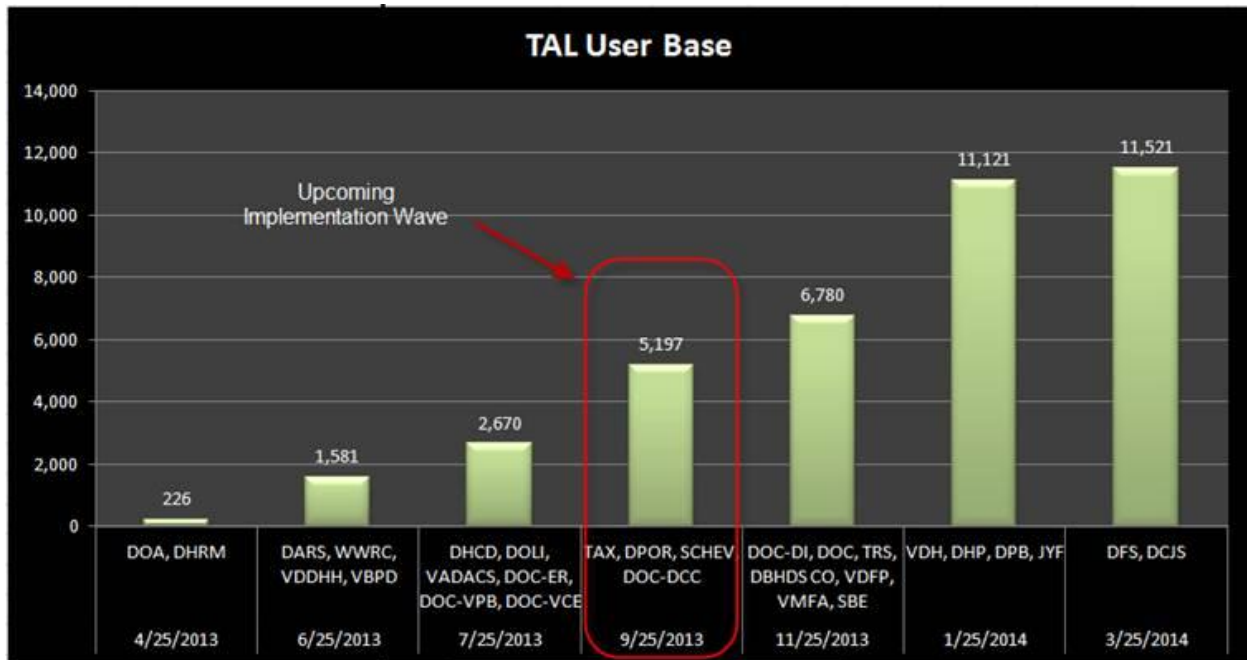
- *Item 75.I of Chapter 890, 2011 Virginia Acts of Assembly, required this Department to “develop a plan to implement an automated time, attendance, and leave (TAL) application for use by executive branch agencies.”*
- *§ 2.2-2008-5 of the Code of Virginia requires that the Commonwealth's Chief Information Officer review and approve or disapprove the selection or termination of any Commonwealth information technology project that has not been defined or designated as a major information technology project pursuant to § [2.2-225](#) or that does not have high risk and high complexity. For any Commonwealth information technology projects defined or designated as major information technology projects, or that have high risk and high complexity, the CIO shall recommend approval or disapproval to the Secretary pursuant to § [2.2-225](#).*

In accordance with the above statute, this department's TAL Project request was approved by the Chief Information Officer for inclusion in the agency's information technology strategic plan on August 12, 2011, and was given Investment Business Case Approval (Planning Approval) on August 16, 2011.

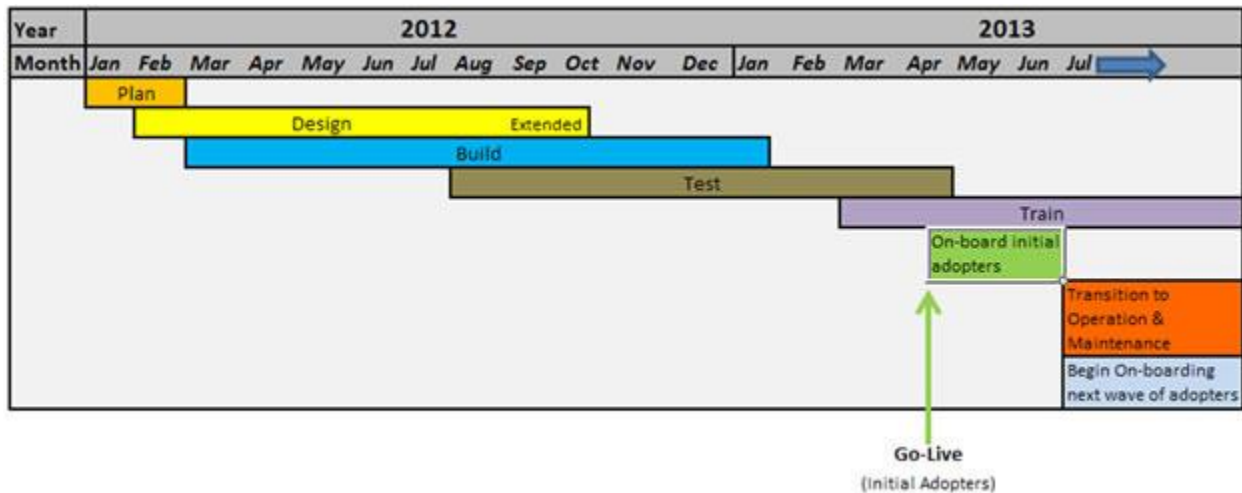
- Grant funding for project staff was made available from the Productivity Investment Fund (PIF).
- The Governor’s Commission on Government Reform and Restructuring formally recommended that DHRM streamline and simplify policies and records for Time, Attendance, and Leave.
- Executive Directive 3 (2011) requires that DHRM streamline and modernize the policies and paperwork requirements for state employee time, attendance, and leave (TAL). This shall include a wholesale review of the leave system and the plan for an online, employee-friendly system for more effective TAL tracking.

2013 SUMMARY OF PROGRESS

- The TAL Project represented a significant undertaking for DHRM and was successfully completed and implemented **on-time and on-budget**, on April 25, 2013.
- The project was successfully closed on June 30, 2013 and transitioned to operations and maintenance effective July 1, 2013 with funding provided by Item 83.H. of Chapter3, 2013 Virginia Acts of Assembly.
- Display of Committed Agencies to date.



- Onboarding: The TAL Application is available upon request to **any** state agency that participates in DHRM’s central Personnel Management Information System, which provides the source data for TAL. Over 30 agencies and educational institutions comprise the core stakeholder group to date. Onboarding is **actively** scheduled through March 2014 for committed agencies. Additional agencies are currently assessing TAL and potential 2014 onboarding dates. Pre-Onboarding activities begin 3-6 months prior to an agency’s “go live” date, and include Stakeholder meetings, data integrity preparations, classroom and online training, and helpdesk support. To meet the demands of active stakeholders, a continuous series of bi-monthly Onboarding “waves” of agencies to the TAL System is anticipated throughout 2014. Onboarding will be available for all future agency customers.
- The Project Timeline began in January 2012. The TAL Application went live on April 25, 2013 and transitioned to maintenance and operations July 1, 2013.



ON-GOING LINKAGE TO CORE GOVERNMENT GOALS

- **Produces a service that automates a manually intensive process.** In just under five months since TAL’s implementation, employees at TAL adopting agencies have been able to electronically complete nearly 15,000 leave requests and nearly 10,000 timesheets.
- **Creates economies of scale in the capture and reporting of time, attendance and leave.** TAL has already automated the entry of nearly 25,000 documents and that total will quickly rise as the TAL user base doubles in September (over 5,000 users) and then doubles again in January (over 10,000 users).
- **Provides opportunities to eliminate the handling of paper and expedite and track electronically the recording, approving and auditing of time and leave information.**

TAL has created these opportunities. Adopting agencies no longer have to collect paper timesheets and leave requests and bundle them for transmission to others who will key the data into a system – steps that provide no additional value.

- **The level of human capital currently expended on the manual TAL process can be redistributed to more productive core service areas.** By implementing TAL agencies now have previously unavailable options to re-deploy resources that were spending significant portions of their time on tasks that no longer require attention.
- **Enhances the ability of those who must report and audit this information.** By having time and leave information in a single, authoritative, electronic repository reporting and auditing, TAL makes it easier and quicker to identify areas that need attention (e.g., supervisors/employees who need additional training or agency compliance with policy).

ADDENDUM: 2012 PROGRESS REPORT

DHRM'S PLAN TO IMPLEMENT AN AUTOMATED TIME, ATTENDANCE, AND LEAVE (TAL) APPLICATION FOR USE BY EXECUTIVE BRANCH AGENCIES *Item 83.H. of Chapter 3, 2012 Virginia Acts of Assembly*

EXECUTIVE SUMMARY

The Department of Human Resource Management (DHRM) is charged with developing and deploying enterprise-wide human resource solutions, and modernizing the Commonwealth's central human resource systems and data repositories. This project will provide a Time, Attendance and Leave (TAL) option to Executive Branch agencies, and by definition, will be a central administrative system. Creating technologically advanced systems and efficient infrastructure capabilities that deliver accurate and consistent employment information throughout the Commonwealth is a key goal within this department's strategic plan. The attributes of the TAL Project correlate to this goal and to the strategic priorities of the Governor.

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STAKEHOLDERS

The key stakeholders are Executive Branch Agencies and independent users of the Personnel Management Information System (PMIS). Many of the agencies that support a central TAL application are underserved by technology.

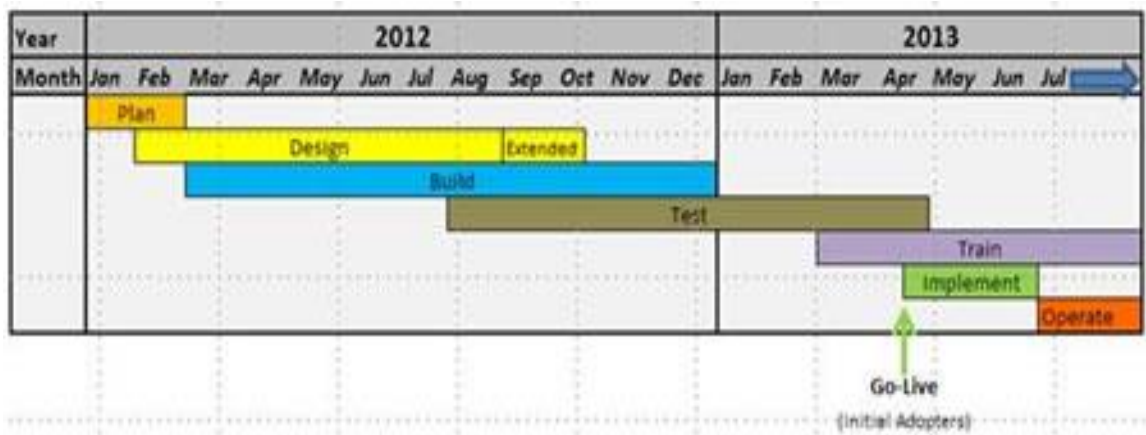
PROGRESS MANAGEMENT TRACKING AND COMMUNICATION

- VITA's portfolio management tool for managing major information technology projects from ideation to execution, ProSight, is the official system of record for the TAL Project. Detailed information on the project's activities and approvals by the Chief Information Officer is available at [ProSight - TAL Project](#).
- Monthly status reports are provided to the Project Sponsor (DHRM Director) and Secretary of Administration (Proponent Secretary) and are recorded in ProSight.
- The TAL Project Management Team, which is comprised of the Project Sponsor, the TAL Project Manager, and the project's Business and Technical Leads meets weekly. These meetings provide the Sponsor a detailed week-to-week progress report of accomplishments, staff utilization, project risks, and expenditures.
- The Internal Agency Oversight Committee, which is comprised of the TAL Project Management Team and staff from VITA's Project Management Division, meets monthly to assess the project's progress, expenditures, risks, and relevant accomplishments or concerns.
- The [TAL Project Web Site](#) was launched in September 2012 to initiate a broad communication strategy to inform agency stakeholders and employees about the project's intent, scope, and progress.

SUMMARY OF PROGRESS

- *The TAL Project is on-time and on-budget with a go-live date of April 2013.*
- The TAL Project Manager was employed in October 2011 in a restricted, time-limited position.
- The Technical and Business teams began work in mid-October 2011.

- Stakeholder meetings with Executive Branch agencies were initiated in December 2011. Subsequent meetings were convened in April and September 2012. These meetings were consistently attended by representatives from more than 30 state agencies.
- DHRM concluded a series of sessions with agencies to review draft TAL requirements in January 2012.
- An overview of the TAL Project was presented to the CIO Council in January 2012.
- TAL Requirements were finalized in February 2012.
- VITA granted the TAL Project Detailed Planning Approval in February 2012.
- Change Management, Communication, On-boarding, and Training Plans are in place.
- Project Timeline



- Progress of Functionality

TAL Screen / Functionality	Design	Build	Testing
Employee Screen	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	in-progress
Position Screen	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	in-progress
Leave Request Screen	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	in-progress
Leave Balance Screen	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	in-progress
Leave Adjustment Screen	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	in-progress
Timesheet Screen	<input checked="" type="checkbox"/>	in-progress	
Agency Configuration Screens	<input checked="" type="checkbox"/>	in-progress	<input type="checkbox"/>
Nightly-Run Processes	in-progress	<input type="checkbox"/>	<input type="checkbox"/>
HR Review & Query Screens	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In-bound Interface of HR Data	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	in-progress
Out-bound Interface of Payroll Data	<input checked="" type="checkbox"/>	in-progress	<input type="checkbox"/>

Independent Verification and Validation Review

The Commonwealth of Virginia Information Technology Resource Management Policy for Technology Management requires the implementation of an Independent Verification and Validation (IV&V) Strategy for all Major IT Projects. At the direction of Secretary of Technology and the Chief Information Officer, the VITA Project Management Division was directed to include specific guidance and requirements for the IV&V of Major IT Projects in COV ITRM Standard CPM 516-00, dated September 30, 2008, and to develop and implement an IV&V Review Program for Major IT Projects in support of the standard.

An essential component of the IV&V Review Program is the presentation of IV&V Review Reports of all Major IT Projects. The In-Progress IV&V Review of the TAL Project was conducted in July 2012.

The IV&V Team found the TAL Project to be “well-organized and managed.” The team’s final report noted that the “Director/Sponsor has frequent contact with the Project Manager and communications between project personnel are continuous. The Sponsor has an open door policy for the Project Manager and is highly involved with the project. The Sponsor actively participates in regular TAL Project Management and Internal Agency Oversight meetings.”

ANTICIPATED OUTCOMES

- Eliminate the need to manually key time and leave into the Commonwealth Integrated Payroll Personnel System. (CIPPS)
- Reduce keying errors through a reduction in the number of times that information is keyed and through entry of data directly by employees who “own” the information.
- Assist employs in tracking time, including overtime.
- Reduce staff workload through the elimination of certain paper handling.
- Enable employees to enter their own time and submit leave requests.
- Allow timely reporting, approval and processing of timesheets and leave request slips.
- Enable supervisors to review and approve timesheets and leave slips while working remotely.
- Eliminate lost timesheets and leave slips.
- Eliminate mailing cost (envelopes and postage) – there will no longer be a need to mail timesheets and leave slips to supervisors working in a physical location differing from

those that they supervise.

- Reduce paper use and storage.
- Streamline grants billing (which is time sensitive) and reduce the associated time to collect and compile grant related data.
- Improve auditing and error resolution related to time and leave information.
- Remove the need to rely on inherently difficult to secure systems (e.g., end-user databases and spreadsheets) for the tracking of time and leave.
- Improve compliance with employment law, state policy and Agency Risk Management and Internal Control Standards. (ARMICS)

LINKAGE TO CORE GOVERNMENT GOALS

- Produces a service that automates a manually intensive process.
- Create economies of scale in the capture and reporting of time, attendance and leave.
- Provides opportunities to eliminate the handling of paper and expedite and track electronically the recording, approving and auditing of time and leave information.
- The level of human capital currently expended on the manual TAL process can be redistributed to more productive core service areas.
- Enhances the ability of those who must report and audit this information.