1995-96 SESSION COMMITTEE HEARING RECORDS

Committee Name:

Joint Committee on Finance (JC-Fi)

Sample:

Record of Comm. Proceedings … RCP
- 05hrAC-EdR_RCP_pt01a
- 05hrAC-EdR_RCP_pt01b
- 05hrAC-EdR_RCP_pt02

- *Appointments … Appt*
- **

- *Clearinghouse Rules … CRule*
- **

- *Committee Hearings … CH*
- **

- *Committee Reports … CR*
- **

- *Executive Sessions … ES*
- **

- *Hearing Records … HR*
- **

- *Miscellaneous … Misc*
- *95hrJC-Fi_Misc_pt39*

- *Record of Comm. Proceedings … RCP*
- **

STATE OF WISCONSIN
DEPARTMENT OF ADMINISTRATION
101 East Wilson Street, Madison, Wisconsin

TOMMY G. THOMPSON
GOVERNOR
JAMES R. KLAUSER
SECRETARY

12-19-95

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December 15, 1995

The Honorable Timothy Weeden, Co-Chair
Joint Committee on Finance
37 South, State Capitol Building
Madison, WI 53703

The Honorable Ben Brancel, Co-Chair
Joint Committee on Finance
107 South, State Capitol Building
Madison, WI 53703

Dear Senator Weeden and Representative Brancel:

Nonstatutory provision s.9119 of 1995 Act 27 requires that the Department of Administration submit a report on the electronic document imaging system project undertaken by the Department of Employe Trust Funds, before the release of funding for the project. The attached report titled "Document Image Management Report" is DOA's review and analysis of the Department of Employe Trust Funds project, and is being submitted to both the Joint Committee on Finance and the Joint Committee on Information Policy.

The DOA divisions of Technology Management and Information Technology Services has carefully reviewed the ETF project and have reported to me that the project is well planned and that implementation is proceeding smoothly and on schedule. Therefore, it is my recommendation that the approved funding for this project be allotted to the Department of Employe Trust Funds.

If you have any questions regarding this report, please direct them to Mark Wahl, Administrator, Division of Technology Management.

Sincerely,

James R. Klauser
Secretary

Department of Administration

Document Image Management Report

Department of Employe Trust Funds Project

Division of Technology Management
December, 1995

I. INTRODUCTION:

This report will address issues relating to the development of information technology standards for document image management systems (optical imaging) and the creation of an expert imaging team in the Division of Technology Management, Department of Administration. It will also serve to meet the requirements of 1995 Act 27, non-statutory provision 9119, which directs the Secretary of DOA to submit a report to the Joint Committee on Finance and the Joint Committee on Information Policy, detailing the status of the optical imaging project currently underway in the Department of Employe Trust Funds. Legislative committee review and approval of the Department of Administration report on ETF's Document Image Management project is a condition for the release of funding for the project.

II. DEVELOPMENT OF IMAGING STANDARD:

In accordance with Executive Order 242, the Department of Administration, Division of Technology Management, has developed enterprise information technology standards for components of the state's basic infrastructure and for additional applications such as Geographic Information Systems(GIS) and database software. In order to develop consensus on enterprise-wide standards, the Department has used an inter-agency model consisting of teams of experts from the Divisions of Technology Management and Information Technology Services, and other state agency Information Technology organizations to examine the available products and identify those which are most appropriate for statewide use.

A similar procedure is currently being followed by the Department of Administration to develop an imaging standard for the state. Imaging is the use of technology to capture information by scanning paper documents into machine-readable digitized form. The scanned document becomes a permanent digital image available electronically and can be stored on tape, on an optical disc, or on a Direct Access Storage Device referred to as DASD. The scanned documents lend themselves to a variety of applications or productivity improvements such as reducing the labor required for document tracking in paper intensive operations, and improving efficiency by allowing multiple users to view the same document simultaneously. Imaging also allows almost immediate access to records and significantly reduces the physical space needed to store them. The use of an existing standard will enable the development of high quality imaging applications while reducing costs and providing continued access as technology changes.

Since some state agencies are already using imaging, or have imaging projects under way, the Department of Administration has been able to draw on individuals familiar with imaging technology to be a part of the Imaging Standards Team. The team will be headed by Joanne Cullen of Employe Trust Funds, budget director of the ETF Document Image Management project, and will have representation from the Departments of Industry, Labor and Human Relations, Transportation, and Revenue as well as the DOA Divisions of Technology Management and Information Technology Services. The Team's goal will be to identify a standard software for imaging statewide, and also to encourage agencies which could benefit from imaging applications, such as the Department of

Revenue, the State Court System and the Departments of Justice and Health and Family Services, to begin to develop plans for imaging projects.

The team will examine the characteristics of the IBM Visual Info software currently being piloted by the Division of Information Technology Services in conjunction with the ETF project, and other imaging software products to determine which ones meet the state's criteria. This includes being flexible enough to be used by a variety of agencies and programs as well as to interface with the main frame computer in the Division of Information Technology Services which will provide DASD and optical disk storage for agencies with imaging applications and disaster recovery needs. The Team expects to identify the imaging standard by the end of January, 1996.

III. EXPERT IMAGING TEAM:

The Department of Administration also plans to use the Imaging Standards Team to develop the conceptual basis for a more permanent four person Expert Imaging Team to be located in the Division of Technology Management. Twelve state agencies submitted imaging requests in the 1995-97 biennial budget; most of those projects are still in the planning stage, however, it appears that the agency trend to utilize imaging technology will continue into future biennia. Therefore, the Department has identified the need to establish an expert team, proficient in all aspects of imaging technology, that agencies can call on to assist in planning and implementing imaging applications.

The Expert Team would conduct feasibility studies, complete the system design plan, provide cost estimates, plan an implementation schedule and possibly provide programming and support services. The existence of the Expert Team will prevent the need for a variety of consultant feasibility studies and ensure that agencies purchase standard equipment. It will also avoid the cost of hiring new staff in each agency to do planning and oversee implementation, improve the quality of the systems being developed, and reduce the time and costs necessary to implement imaging systems.

Current plans call for the Expert Imaging Team to be located in the Division of Technology Management and to begin operating in the second half of FY96. Because the Division does not have the necessary position authorization for the team at this time, the unit will initially consist of some DOA staff and some experienced imaging professionals on loan from other agencies. Eventually, positions will be reallocated from within DOA to form the permanent core of the Expert Imaging Team

IV. REPORT ON THE DEPARTMENT OF EMPLOYE TRUST FUNDS OPTICAL IMAGING PROJECT

Introduction:

This report is intended to meet the provisions of Section 9119 (1t)(a) of 1995 Act 27 which require that the Department of Administration submit a detailed report on the ETF electronic document imaging system for retirement system records before the release of $1,866,600 in FY96 and $1,291,500 in FY97 to s. 20.515 (1)(t) and $303,400 in FY96 and $415,200 in FY97 to s.20.515(1)(w) to implement the project. A copy of the 1995/97 budget request is attached to this report. Although the results of the review of this project by the Division of Technology Management is listed as the first

part of this report, it is actually an analysis of the ETF sections of the report, and should logically follow them. Therefore, the DOA review follows the discussion of the ETF project.

Objectives of the Optical Imaging Project

The prime objective of this imaging project is to provide for the protection and recovery, in case of disaster, of the retirement files of the 400,000 member Wisconsin Retirement System. Over 8.5 million pages of retirement records housed in the GEF I State Office Building are not now protected from fire or other disasters, and are at risk until this project is completed. The backfile conversion component of this imaging project will result in the transfer of all paper files to digitized machine-readable form which will then be transmitted to the DOA Division of Information Technology Services for first DASD and then optical disk storage. Info Tech Services will provide storage for these electronic records at two physically separated locations, and each record will be stored at each location. Active imaged records will also be held on-site at ETF in storage units attached to their desktop computing equipment through high-speed network connections.

It is the objective of the Basic Functionality Workflow component of the proposed image system to enhance customer service by enabling the Department to image incoming documents on a daily basis. This will allow staff almost immediate access to records, and allow multiple users to access the same record simultaneously. The system will also allow the Department to streamline, simplify and manage its records workflow while reducing and eliminating the amount of paper handled by its staff. Further efficiencies can be realized through the system's ability to provide for on-line printing of forms and letters.

The Department states that reengineering activities will take place after the imaging project has been implemented which will eventually result in some significant changes in the amount of time that it takes the Department to respond to customer inquiries and to process payments to retirement system members. These future business improvements would not be possible without the implementation of the document image management system. The Department's business improvement goals include:

- The payment of separation benefits and lump sum retirement benefits within one week of termination and receipt of application instead of the current month.
- The payment of lump sum survivor benefits within one week of receipt of application instead of the current three weeks.
- The ability to accept electronic transfers of employer payments thus reducing employer costs.
- The reduction of an 88% busy rate for general inquiry telephone calls to a 5% busy rate.
- The ability to respond to all written inquiries and provide benefit estimates in 5 instead of 19 business days.
- The provision of same day response for employer inquiries and
- The preparation and distribution of the Statement of Annual Benefits in 90 days from the end of the calendar year instead of the current 148 days.

Schedule for Project Implementation

ETF's implementation plan has two components: the schedule for the conversion of the huge volume of backfiles and the schedule for conversion to the new imaging system for all staff who will be on the system for daily business. The project began with a feasibility study conducted during the 1993/95 biennium. Beginning in March 1995 project work followed a detailed monthly draft implementation plan prepared which is attached to this report. Almost all activities have been completed on schedule through November 1995. ETF's plans to cutover to the imaging system for daily business have been affected by an unexpected move directive by the Department of Administration. The Department will move from its present quarters in GEF I State Office Building to the Badger Road site formerly occupied by the Department of Agriculture, Trade and Consumer Protection. The cutover is now planned to occur concurrent with the move, which is tentatively scheduled for August 1996. If the release of funding for the project is delayed, that may also affect the proposed completion dates.

By the end of Januray 1996, the Department hopes to award the contract for the document image and basic workflow system, and to begin the evaluation and approval process for hardware and software for the document image system. By March or April 1996 the Department plans to have awarded the contract for the backfile conversion.. Purchase of the automated development tool to be used on the project and the beginning of the basic workflow staff training are also scheduled for March 1996. Training of staff and testing of the system will continue during May, June and July 1996 with the cutover to be concurrent with the Department's move.

The earliest start date for the backfile conversion is June 1996 and is contingent upon finding adequate space in GEF I State Office. Current plans anticipate that the conversion component of the project will require 26 FTE each for two eight hour shifts a day, who will scan 2,000 pages an hour over a two year period. However, the Department may ask vendors to bid on both a two year conversion timetable and an accelerated schedule.

Because of the space and electrical requirements of the conversion activity, and the Department's scheduled move, no decision has yet been made as to when the conversion will start. The Department has stated that it would like to postpone the actual conversion activities until after the move to the Badger Road site, but begin training before the move. However, if the move to Badger Road is postponed beyond mid-August 1996, a contingency plan is being explored to begin the conversion before the move. Because of these factors, the completion date for the conversion project could be as early as July 1997 or extended to August 1998, five months beyond the original timetable.

The Department anticipates a workload increase leading to overtime or extra hours during the time period in which it will be implementing the image system department-wide, and simultaneously converting records to the new system. In order to deal with this problem, the Department has budgeted $50,000 in FY96 and FY97 to offset any operational processing backlogs. ETF believes that the budget funding will provide adequate resources to maintain current performance standards. If the conversion does not begin until late in FY96, the Department may have to request transfer of some of its expenditure authority for the cost of overtime and extra hours to FY97.

The Department has also developed extensive procedures for locating files that are removed from their normal storage site during the conversion process. First, conversion will take place on-site so the documents will remain physically accessible. The Department will identify the types of "emergency"

document requests which will trigger retrieval from the conversion room, and establish a system with the conversion room supervisor to immediately locate a file when it is requested by telephone from anywhere in the Department. Files will be carefully tracked on a daily basis. The conversion contract will require that the file be available at least as quickly as the stored paper files can be retrieved now. Non-emergency requests will have a guaranteed next day availability.

Evaluation of the Effectiveness of Project Activities to Date

The document image management project is still in the early stages of implementation, and therefore it is difficult to evaluate the effectiveness of the project and its value to the Department of Employe Trust Funds. However, the Department has recently completed a Benchmark Evaluation or pilot project to test the functionality of the proposed products so that the Department could evaluate their effectiveness prior to actual purchase. In addition, the Department will establish another test early in 1996 to model the actual operation of the system. ETF and DOA have also established several other evaluation and oversight mechanisms which provide on-going evaluation of project activities as they are completed.

The Benchmark Evaluation was designed to insure compatibility between the Visual Info software which is a mainframe application which will be used for data storage by InfoTech Services and the Universal Document Management Systems'software product which will provide the basis for the daily business activities in ETF. This component of the evaluation was necessary because the two software products had not previously been used together and ETF was reluctant to enter into a procurement without a test of the system. To conduct the evaluation, ETF identified all the possible functionalities that it would require of the software after system implementation, and a pilot operating system consisting of a computer, two file servers, a scanner, a job server and an object server was established.

The approximately 35 functions identified by ETF included internal communication and routing of documents, external communications and bringing down data from the DOA mainframe, and production of statistical reports. By conducting the Benchmark evaluation, the Department has been able to fully test the system's functionality and deal with any problems which might occur before actually committing to the purchase of the products. The Benchmark Evaluation was unusually successful, in that the system met all performance standards and remained on schedule throughout the test period, and the Department is confident that the system will operate correctly when fully operative.

In addition, Senior DOA IT managers led by Stu Miller, administrator of the Division of Information Technology Services, meet bi-weekly with their counterparts in the Department of Employe Trust Funds to review the progress of the project and provide management input. These meetings identify problems, provide a format to discuss solutions, address other issues which arise, and identify additional tasks which will improve operations. Mark Wahl, the administrator of the Division of Technology Management also has been tracking progress on this project and provides additional management input when necessary. Finally, project activities are evaluated on a monthly basis by the Project Manager, and an ETF Steering committee which has appointed six subcommittees to oversee progress in specific areas. The subcommittees provide regular oversight for records conversion, technology, communications, evaluation, workflow, and workflow standards activities, as well as carrying on continual planning activities for the project.

These various mechanisms enable the Department of Employe Trust Funds to verify that the project is on schedule and has successfully met the various benchmarks which were established to measure effectiveness during the implementation period.

Additional Funding Requirements in 1995-97

Since the actual contracts for the Basic Functionality Workflow programming and the Records Conversion have not yet been entered into, the Department does not have final information on those costs. The Department expects to have the contract with Universal Document Management Systems (UDMS), the probable basic workflow vendor, finalized by the end of January 1996 at which time the actual costs for the initial programming will be known. Contract negotiations with a conversion vendor will not take place until March or April 1996 at the earliest, and the exact coversion cost per page will not be known until then. However, the Department anticipates that the budgeted amounts will be sufficient for the project.

The Department also is unable to finalize additional costs that may occur as a result of the planned move to the Badger Road site in August. Telecommunications charges to transmit the electronic images from the new site to the Department of Administration will be greater than currently budgeted because the State owns the fiber optic cable linking large buildings around the Square, but will have to use commercial lines to transmit data from the new site. In addition, the Department may encounter additional infrastructure costs for the new network configurations which were not anticipated in the original project plan.

Technically, the infrastructure upgrades should not be included in costs attributed to this project since they would have been necessary in any case because of the move. The Department believes that the increased telecommunication costs can be absorbed in its operating budget, but it may need to request additional expenditure authority to purchase the necessary infrastructure hardware for the new building. The issue of overtime and personnel costs has previously been addressed in this report. The Department believes it is adequately budgeted and staffed for this project, however, expenditure authority may need to be carried over from FY96 to FY97.

Funding Requirements for Completion and Operation of the Project in Future Biennia

The Department anticipates the Document Image Management project will be completed during the 1995/97 biennium with one exception. It is possible that the record conversion component will not be completed until early in FY99. This would not lead to additional costs, but might require reallocation of original funds which remain unspent at the end of this biennium. However, the Department may be able to accelerate the conversion after it gets underway, so that it will be completed within the biennium.

As already discussed, it is planned that the ETF will store the electronic data from the record conversion with the DOA Division of Information Technology Services. Although the InfoTech Services storage rates will decrease as overall utilization grows, it is possible that ETF will experience increased operating costs because of the large volume of additional data that will be stored. Under Info

Tech Services' rate structures the cost of data storage is dependent on the exact amount of data to be stored. Under current rates and using current estimates of the amount of data to be stored, the annual cost upon full implementation of the project would be approximately $415,500. Rate reductions resulting from increased utilization of storage facilities and other cost reducing techniques will serve to reduce this figure. The Department has indicated it will avoid $40,000 in future costs associated with the handling and storing of paper documents. This savings will be applied to the increased operating costs. The Department has not identified how it will cover the remaining portion of increased operating costs in the next biennium, but that issue is addressed in the Division of Technology Management review section of this document.

Review by the Division of Technology Management

The review of the Employe Trust Funds Document Image Management project report was conducted by a team of expert senior managers in the Division of Technology Management led by Barry Larson, Deputy Division Administrator. The review consists of a series of questions designed to determine the extent to which the Department of Employe Trust Funds has met the nonstatutory requirements outlined in section 9119 of Act 27 for the release of funding and includes a recommendation for Legislative action.

Question #1. Will the imaging project meet its objectives?

The primary objective of the ETF project is immediate, cost effective disaster recovery of retirement records. This objective will be more than adequately met by this project, although it will probably take two years to complete the proposed record conversion unless an acccelerated schedule is adopted. Disaster recovery is an urgent issue for the Department since it now has only one paper copy of the retirement files of the 400,000 members of the Wisconsin Retirement System. These non-duplicate paper files are stored in the GEF I State Office Building and in another off-site storage facility, and are very vulnerable to damage or destruction by natural causes. Therefore, it is critical that the Department take immediate action to protect and preserve them using the imaging technology. Under ETF's plan, the Visual Info software will allow the Department to store large amounts of electronic data at two secured locations operated by Info Tech Services.

ETF's daily workflow is heavily paper dependant and the Department is unable to increase staff productivity as retirement system membership increases. Staff increasingly spends more time managing the paper on their desks rather than completing activities. Adding additional staff to increase efficiency and service levels is not a feasible solution. Therefore, an important secondary objective for this project is to use the imaging technology to streamline work processes by providing immediate access to records electronically, by making records available to multiple users, and by reducing phone time. This objective also will be achieved as soon as this project is fully operative.

Many of the reengineering results which ETF describes in its report will not be achieved immediately. However, eventually these results will significantly reduce the time needed to respond to member requests and to initiate member benefit payments. It is desirable for organizations to reengineer processes before implementing major information technology systems. However, in this case, the urgent need to provide disaster recovery backup for the retirement records took precedent over the reengineering activities and dictated the schedule for this project. It is acceptable in this case that the reengineering has been postponed, but agencies which do not have such immediate disaster recovery

requirements, should plan to complete reengineering activities before embarking on major system development projects.

Question #2. Is ETF's schedule realistic and doable?

ETF has developed a detailed implementation schedule for this project which is attached to this report. The Department reports that for the most part, all activities have been completed on schedule through November, 1995. There may begin to be some slippage in the schedule pending the release of the requested funding needed to enter into some vendor contracts. In addition, the unanticipated move of the Department from GEF I State Office Building to Badger Road, may cause delays in all aspects of the project. The Department cannot control the move schedule which has recently been changed from May 1996 to August 1996. Although the Department would prefer to begin the record conversion after the move, it may be advisable for them to return to their May 1996 timetable to initiate the conversion training if adequate space is available in GEF I. It is possible that the move may again be postponed, putting that part of the project even further off schedule. Moving the record conversion start date up to May 1996 may be especially appropriate given the critical importance of this component of the project. As previously stated, the cutover to ETF's use of imaging for daily business is also dependant on the completion of the move.

Question #3. Has ETF adequately evaluated the effectiveness of project activities to date?

ETF has done a commendable job of establishing a variety of evaluation mechanisms to track the progress and effectiveness of the project. The Benchmark Evaluation which is essentially a pilot of the future system has been very successful. It has given ETF the opportunity to experiment on a small scale with the functionality of the system before committing to a major expenditures. ETF is also working very closely with a management team in the Division of Information Technology Services so that DOA's component of the project will be up to speed when the system cutover occurs. The experienced IT managers in InfoTech Services will also be able to provide both technical oversight and management feedback as it is needed during the remainder of the project implementation period. Finally, ETF has an internal Steering Committee and six subcommittees which report monthly to the Department Secretary on the status of the project.

Question #4. Are the costs what ETF anticipated?

The project costs cannot be finalized until ETF negotiates a contract with a vendor to perform contract programming of the Basic Functionality Workflow. This is scheduled to be completed by the end of January. In addition, the Request For Proposal for a Conversion Vendor has not yet been released. That release is scheduled for February 1996, with contract negotiations scheduled to be completed in March or April 1996. Therefore, the Department has no final cost figures for either of these activities. The Department anticipates that the budgeted amounts will be sufficient for the project. If costs exceed the budgeted amounts after the funding has been released, ETF and DOA will work to ensure timely implementation through use of basic resources. The Department should be allowed to request additional expenditure authority for infrastructure upgrades to the Badger Road site if that becomes necessary.

Question #5. Will there be any additional costs in future biennia?

Depending upon when the records conversion project begins, it is possible that the Department may need to have a portion of its expenditure authority reauthorized in the next biennium in order to complete the conversion. However, the DOA recommendation is that the conversion begin as close to the original timetable as possible, thus avoiding that problem. ETF has estimated that it will avoid $40,000 in future paper handling and storage costs as the result of eliminating many of its paper records. However, it is also possible that its electronic data storage costs may increase because of the high volume of data that the Department will store in DOA. Until conversion of the paper files begins, it is very difficult to estimate the total electronic storage and processing needs. A rough estimate by the Division of Information Technology Services, based on current storage rates and current estimates of the overall volume of data to be stored, indicates that the additional cost of this data storage upon completion of the project would be $415,500 annually. Rate reductions resulting from increased utilization of storage facilities and other cost reducing techniques will serve to reduce this figure. Employe Trust Funds should apply its savings to the additional storage costs and if necessary address the issue of operating costs in the 1997-99 biennial budget.

Recommendation of the Division of Technology Management:

It is the conclusion of the Division of Technology Management Review Team that ETF's Document Image Management project is well planned, is being well executed and is generally adhering to its projected timetable. Although ETF is unable to finalize all project costs at this time, it is recommended that the Department receive its funding with the understanding that ETF and DOA willl work to ensure timely implementation through base resources if costs exceed the budgeted amounts. The Review Team's final recommendation is that the budgeted funding be released, that ETF and DOA develop base funding mechanisms if additional funding is needed within the biennium, that ETF be able to request additional expenditure authority for infrastructure costs associated with its move, and that the Department of Administration continue to provide any necessary management input and assistance to ETF in reaching its project implementation goals. The Team also recommends that the Department begin the records conversion component of the project as soon as possible, if adequate space is available in GEF 1 State Office Building.

Prepared by: Ann Wiley
Division of Technology Management
264-9312

BUDGET ANALYSIS

)OA-2056 (R06/90)

CHANGE AUTHOR [1] [B]

	CODES	TITLES		CODES	TITLES	BUDGET ANALYSIS FORM B-2
DEPARTMENT	515	Employe Trust Funds				
PROGRAM	01	Employe Benefit Plans	PROGRAM ELEMENT	4001	Record & Workflow Automation	
SUBPROGRAM	02	Administration	DECISION ITEM NUMERIC APPN./LINE NO.	176	Administration	PAGE_____

	Expenditure Items	1st Year Cost	2nd Year Cost	
01	Permanent Position Salaries	87,300	116,400	
02	Turnover			
03	Project Position Salaries	44,400	64,500	
04	LTE/Misc. Salaries			
05	Fringe Benefits	45,700	62,700	
06	Supplies and Services	9,800	131,500	
07	Permanent Property	25,000	35,000	
08	Unallotted Reserve			
09	Aids to Individuals & Organizations			
10	Local Assistance			
11	One-time Financing	53,400		
12				
13				
14				
15				
16				
17	TOTAL COSTS	265,600	410,100	
18	Project Positions Authorized	2.0	2.0	
19	Classified Positions Authorized	3.5	3.5	
20	Unclassified Positions Authorized			

NARRATIVE

This funding will provide the department with a proven information technology solution for record management and automation-of-workflow processes, resulting in improved service and greater cost-effectiveness. A consultant with national expertise conducted a feasibility study as authorized in 1993-95 biennial budget and recommended the electronic document image management systems (EDIMS) software. EDIMS will provide the following critical improvements for the department:

- Disaster recovery capabilities
- Instantaneous and simultaneous access to records
- Multiple levels of security protection
- Automated workflow processes that provide efficient and effective desk management and minimize reliance on personnel
- Immediate response to inquiries from customers
- On-demand printing of forms and letters
- On-line faxing of information

EDIMS ensures a streamlined, efficient organization for delivery of services and effective communication with customers. It will also provide a cost-effective solution to the problem of safeguarding ETF's 7.5 million records.

	CODES	TITLES
DEPARTMENT	515	Employe Trust Funds
PROGRAM	01	Employe Benefits
SUBPROGRAM	02	Administration
PROGRAM ELEMENT		

	CODES	TITLES
DECISION ITEM	4001	Records & Workflow Automation
NUMERIC APPN.	176	Administration

POSITION CHANGES AND SALARY WORKSHEET

B-10

Page _____

*Position Type: C - Classified Permanent U - Unclassified S - Seasonal P - Project L - LTE

	POS. TYPE*	CLASS TITLES	SCHED. AND RANGE	FTE MONTHLY SALARY COST	NUMBER OF FTE POSITIONS 1st Year	NUMBER OF FTE POSITIONS 2nd Year	SALARY COSTS 1st Year	SALARY COSTS 2nd Year	POSITION NUMBER	Position Termination Date	REMARKS	
01	C	MIS-5	07-15	2,687	2.5	2.5	60,500	80,600				01
02	P	MIS-5	07-15	2,687	2.0	2.0	44,400	64,500			4 year Project Appointment	02
03	C	MIS-6	07-16	2,981	1.0	1.0	26,800	35,800				03
04												04
05												05
06												06
07												07
08												08
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34												34

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BUDGET ANALYSIS

DOA-2056 (R06/90)
AUTHOR

CHANGE 1 B

	CODES	TITLES		CODES	TITLES	BUDGET ANALYSIS FORM B-2
DEPARTMENT	515	Employe Trust Funds	PROGRAM ELEMENT			
PROGRAM	161	Operating System	DECISION ITEM	4001	Records & Workflow Automation	
SUBPROGRAM			NUMERIC APPN./LINE NO.	161	Operating System	PAGE

	Expenditure Items	1st Year Cost	2nd Year Cost	
01	Permanent Position Salaries			
02	Turnover			
03	Project Position Salaries			
04	LTE/Misc. Salaries			
05	Fringe Benefits			
06	Supplies and Services			
07	Permanent Property			
08	Unallotted Reserve			
09	Aids to Individuals & Organizations			
10	Local Assistance			
11	One-time Financing	2,146,700	1,954,000	
12				
13				
14				
15				
16				
17	TOTAL COSTS	2,146,700	1,954,000	
18	Project Positions Authorized			
19	Classified Positions Authorized			
20	Unclassified Positions Authorized			

NARRATIVE

BUDCHT 19

BUDGET ANALYSIS

DOA-2056 (R06/90)

CHANGE AUTHOR 1 B

	CODES	TITLES		CODES	TITLES	BUDGET ANALYSIS FORM B-2
DEPARTMENT	515	Employe Trust Funds	PROGRAM ELEMENT			
PROGRAM	161	Operating System	DECISION ITEM	4002	Business Resumption Planning	
SUBPROGRAM			NUMERIC APPN./LINE NO.	161	Operating System	PAGE

	Expenditure Items	1st Year Cost	2nd Year Cost	
01	Permanent Position Salaries			
02	Turnover			
03	Project Position Salaries			
04	LTE/Misc. Salaries			
05	Fringe Benefits			
06	Supplies and Services	60,000	35,000	
07	Permanent Property			
08	Unallotted Reserve			
09	Aids to Individuals & Organizations			
10	Local Assistance			
11	One-time Financing			
12				
13				
14				
15				
16				
17	TOTAL COSTS	60,000	35,000	
18	Project Positions Authorized			
19	Classified Positions Authorized			
20	Unclassified Positions Authorized			

NARRATIVE

The department requests funding to contract for a consultant to develop a comprehensive business resumption plan and to perform annual updates and testing of a plan. The plan would encompass all aspects of the department's automated systems, communication systems and end-user automated and manual systems.

The primary objective of the business resumption plan is to ensure that critical services continue to be provided in the event that all or part of a businesses' operations and computer services are rendered unusable. This initiative would protect benefit plan participants from disruption in the availability of benefit payments and other services. It would ensure all customers could continue to receive quality benefits and service as set forth in the department's strategic business plan.

STATE OF WISCONSIN

Department of Employe Trust Funds

Document Image Management

Report

December, 1995

Eric Stanchfield
Secretary
201 East Washington Avenue
P.O. Box 7931
Madison, Wisconsin 53707

The Department of Employe Trust Funds submits this Document Image Management Report to the Department of Administration to meet the requirements of 1995 Act 27, non-statutory provision 9919.

1. The results of a review of the project by the division of technology management in the department of administration.

The Department of Administration, Division of Technology Management has submitted under separate cover its review of the project, entitled "Document Image Management Report -- Department of Employe Trust Funds Project".

2. The specific objectives of the optical project.

Image the Department of Employe Trust Funds 8.5 million pieces of paper in the 400,000 member file for the Wisconsin Retirement System and to reengineer our workflow processes. An electronic document image system will enable the Department to take advantage on now proven and cost-effective technology to:

- safeguard records from destruction and facilitate rapid business recovery
- instantaneously and simultaneously access records
- reengineer and automate workflow to provide efficient and effective desk management
- reduce and/or eliminate amount of paper and its handling
- provide on-line printing of forms and letters, and facsimile of documents
- permit immediate response to many inquiries from customers

Implementation of a document image management system will enhance our ability to provide service in the field, both for employe and employers, through on-line access to current account information.

3. The schedule for implementation of the project, including a projection of the effect, during the period of actual records conversion to the optical imaging system, on the ability of the department to process affected records received prior to and during conversion, and any expected backlog in processing.

Attachment 1 is a detailed draft implementation plan through October, 1996. The initial implementation plan had to modified to accommodate the Department of Administration directed move to a new building which is scheduled for August, 1996. The

earliest start date for backfile conversion of records is June, 1996 which is contingent upon adequate space in the Department's current location in the GEF 1 State Office Building. To date no definitive plans to start the backfile conversion prior to the move have been finalized.

The implementation plan is predicated on a backfile conversion and conversion of daily business for Wisconsin Retirement System member files. The backfile conversion may require up to 24 months to complete.

The Department anticipated that overtime or extra hours may be required during the implementation of a document image management system and included $50,000 each fiscal year to off-set any operational processing backlogs. An evaluation of the workload impact this project is having appears to indicate that the budgeted funding should provide sufficient resources to maintain current performance standards. This assumes that there is no major legislative initiatives that impact of the Department, the move to the new building will occur during one weekend and happens on or about August, 1996.

4. An evaluation of the effectiveness of the project activities, if any, to date.

The project activities have been evaluated each month by the Project Manager and reported to the Steering Committee. To date the project activities are on schedule.

The Steering Committee has established the following Subcommittees:

- Records Conversion: Responsible for managing all records conversion activities, including a Request for Proposal for a Conversion Vendor.
- Technology: Responsible for recommendations, management and implementation of new technology .
- Communications: Responsible for communicating progress and key activities to ETF staff.
- Evaluation: Responsible for the Request for Information to evaluate the functionality of the IBM Visual Info product and the Benchmark Evaluation of the integration of Visual Info and the Universal Document Management Systems' (UDMS).
- Workflow: Responsible for the specification for basic workflow.
- Workflow Standards: Responsible for definition of standards.

Extensive planning activities have occurred in each of the subcommittees. The Request for Information to evaluate the functionality of the Visual Info and UDMS was successfully completed in June, 1995. The Benchmark evaluation using a model system is currently underway and is expected to be completed in December, 1995. Phase One of the Benchmark evaluation was successfully completed in September, 1995.

In addition, the Steering Committee did a detailed analysis of the current major business outcomes and developed future outcomes. Attachment 2 identifies each process. It is anticipated that the document image management system and reengineering projects will dramatically improve the effectiveness of the Department's daily operations and significantly improve customer service.

The Department has effectively worked with the Department of Administration's Divisions of Information Technology Services and Technology Management throughout the document image management project. Biweekly status meeting identifying tasks, issues, and alternatives have resulted in expedited analysis of complex issues.

5. **The additional funding requirements, if any, for the project in the 1995-97 fiscal biennium, including any additional costs such as overtime or other personnel costs likely to be incurred as a result of any projected processing backlog.**

It is unknown at this time if the budgeted amounts for contract programming of Basic Functionality Workflow will be adequate. The evaluation of the document management image system, including workflow is scheduled to be completed during January, 1996. The contract will be negotiated by the end of January, 1996 and the actual cost for the initial programming will be known at that time.

Also, the Request for Proposal for a Conversion Vendor is expected to be released in February, 1996. It is unknown if the budget amount per page will be sufficient until contract negotiations are completed in March or April 1996.

The telecommunication charge to transport the electronic images from the Department of Administration to the Department will be in excess of our budgeted amounts. The proposed network configurations may require additional hardware. Until the network configuration and telecommunication issues are finalized, it is unknown if additional resources will be necessary.

There are no additional overtime or personnel costs anticipated above budgeted amounts. This assumes no new legislative initiatives and a move date of on or about August, 1996.

6. **The funding requirements for the completion of the project and operation of the optical imaging system in future biennia.**

The initial document imaging project was to secure the 400,000 member files participating in the Wisconsin Retirement System. The Department would like to electronically capture its remaining paper files. These include employer files, correspondence, legal, insurance, administrative, etc. At this time the Department expects to be able to perform the backfile conversion with existing resources. However, as the Department moves to an electronic file environment using the client server architecture, the 2 FTE project positions needed to support the document management image system may need to be converted to permanent positions.

The project reengineering specifications are in the process of being defined. Additional resources may be required.

STATE OF WISCONSIN

Department of Employe Trust Funds

Attachment 1

Implementation Plan for the Document Image Management System

December, 1995

Eric Stanchfield
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Implementation Plan for the Department of Employe Trust Funds
Document Image Management System

The Implementation Plan is organized by month. A status report is included. The responsible party for the completion of the task is identified in parenthesis after the task.

March 1995 - All activities completed within month.

(1) Create management team to direct Business Process Reengineering (BPR) Project. (ETF Executive Management)

Executive management will create a management team to oversee the direction of reengineering with ETF over the next five years and implementation of new technology such as the planned document image management system.

Dave Hinrichs, Executive Assistant appointed Project Manager.
Steering Committee appointments made.

(2) Conduct training on Business Process Reengineering for the management team. (Consultant).

(3) Create subcommittees to research key reengineering project issues: records conversion, technology utilization, and staff communication. (Steering Committee)

These subcommittees will be involved in early activities in connection with the document image management project.

- The Records Conversion Subcommittee will be responsible for managing all records conversion activities.
- The Technology Subcommittee will be responsible for the management and implementation of new technology as a result of the BPR project.
- The Communication Subcommittee will be responsible for communicating progress and key activities to ETF staff.

Implementation Plan for the Department of Employe Trust Funds
Document Image Management System

April, 1995 - All activities completed within month.

(1) Conduct Records Conversion Process training for Records Conversion Subcommittee. (Consultant)

(2) Develop records conversion strategy for conversion of ETF paper records. (Records Conversion Committee)

(3) Create an Evaluation Subcommittee for the evaluation of the document image management vendor. (Steering Committee)

(4) Develop requirements for a Request for Information (RFI) to evaluate the functionality of the International Business Machines Corporation's (IBM) Visual Info product which was acquired by the Department of Administration (DOA) for use as a possible statewide system. (Image Vendor Evaluation Team)

May, 1995 - All items completed within month except (4).

(1) Release RFI for Visual Info (Image Vendor Evaluation Team)

(2) Begin to develop current and future business outcomes. (Steering Committee)

Identify the current and future business outcomes for ETF. The outcomes will be used to determine the current level of operations and the future level of operations which will become the focus for the reengineering of ETF.

(3) Begin to identify document, indexing scheme and subfolder types to be used in paper records conversion. (Records Conversion Committee)

(4) Conduct site visits to document image management systems and other public retirement systems. (Steering Committee, Records Conversion Committee, Technology Subcommittee, Image Vendor Evaluation Team, ETF Users). **Site Visits completed October, 1995.**

June, 1995 - All activities completed within month.

(1) Complete evaluation of RFI response from IBM. (Image Vendor Evaluation Team)

(2) Attend presentation on Visual Info/Universal Document Management Systems' (UDMS) solution from IBM. (Steering Committee)

(3) Develop benchmark for the evaluation of IBM Visual Info and the UDMS. (Image Vendor Evaluation Team and Consultant)

(4) Release the benchmark and conduct a review of benchmark requirements with IBM/UDMS. (Consultant)

(5) Reach agreement on Visual Info benchmark evaluation roles with DOA. (Information Technology)

(6) Develop the Implementation Plan for the Document Image Management Project. (Consultant)

July, 1995 - All activities completed within month.

(1) Identify wiring, electricity and hardware requirements for new building. (Technology Subcommittee)

(2) Incorporate clarifications from IBM/UDMS and complete evaluation of RFI. (IBM and Image Vendor Evaluation Team)

(3) IBM submits counter proposal on benchmark to prove the functionality of the Visual Info and UDMS products and to test the ease of use and ability of the proposed development tools. (IBM and Image Vendor Evaluation Team).

(4) Reach consensus on benchmark. (IBM and Image Vendor Evaluation Team).

(5) IBM and UDMS begins development of benchmark. (IBM, UDMS)

(6) Develop technical design for benchmark (IBM, UDMS and Image Vendor Evaluation Team).

(7) Respond to IBM and UDMS questions regarding benchmark. (Image Vendor Evaluation Team)

(8) Identify criteria for UDMS to be used for development of and integration of workflow, integration of objects, and design of a GUI interface. (Technology Subcommittee)

(9) Begin to evaluate UDMS and other tools. (Information Technology)

(10) Develop performance criteria that will be used to evaluate the IBM benchmark. (Technology Subcommittee)

(11) Finalize document retention schedule. (Records Conversion Committee)

(12) Complete definition of document and subfolder types (Records Conversion Committee).

(13) Begin identification of purge criteria for backfile conversion (Records Conversion Committee).

(14) Steering committee review and approval of Implementation plan. (Steering Committee)

(15) Hold meeting with DOA/InfoTech to Review Implementation plan. (ETF and DOA)

August, 1995 - All activities completed within month.

(1) Begin to develop records conversion detailed work policies and procedures for pulling of files, prepping of files, purging criteria, scanning, image verification, quality assurance. (Records Conversion Committee)

(2) Begin development of detailed specification for basic workflow. (Information Technology and ETF Users)

This workflow will be used day-one to support daily business operations and continue to be used until future comprehensive workflows are developed for individual work processes.

Detailed specification include not are not limited to:

- Requirements for the functionality that the workflow will have to support, technical requirements for the performance and technological support.
- Detailed processing rules for the retrieval, routing, and processing of documents, identification of the workflow queues and their attributes (types of documents, number, sequence, type of usage such as first in - first out, etc.)
- Identification of the issues to be resolved in conversion of a manual system to the document image management system.
- Definition of the managerial statistics that will be required by supervisors.

(3) Begin Quantitative Analysis of UDMS/Visual Info (VI) functionality and ease of development/use for each requirement. (Information Technology)

(4) Obtain scanning rules from IBM for scanning documents. (Information Technology, Records Conversion Committee, and IBM)

(5) Test rules for prepping files to be used in the records conversion (Records Conversion Committee).

(6) Begin to develop specifications for the conversion vendor RFP. (Records Conversion Committee)

(7) Prioritize outcomes and issues involved in implementing business outcomes. (Steering Committee)

(8) Develop systems administration support requirements for both ETF and DOA/InfoTech. (Technology Subcommittee)

(9) Identify and resolve issues with DOA regarding procurement and technology issues. (Budget Director and Information Technology)

(10) Discuss requirement with DOA to initiate Joint Finance requirement to release funds (Budget Director).

(11) Begin training for UDMS/VI benchmark evaluation. (Information Technology, Technology Subcommittee. Image Vendor Evaluation Team and UDMS)

(12) Begin discussion with DOA to locate space for the conversion vendor and test system. (Records Conversion Committee, Technology Subcommittee)

September, 1995 - All activities completed within month.

(1) Begin to develop high level reengineering plan and gain executive management approval. (Steering Committee)

(2) Conduct evaluation of IBM benchmark. (Image Vendor Evaluation Team)

(3) Evaluate tools for development and integration of workflow. (Information Technology Subcommittee)

(4) Develop prioritized list of applications for reengineering. (Steering Committee)

(5) Establish Workflow Subcommittee and Workflow Standards Subcommittee. (Steering Committee)

October, 1995 - All activities completed within month.

(1) Evaluate software requirements for development of basic workflow. (Technology Subcommittee)

(2) Evaluate position descriptions for position received in the budget process. (Information Technology)

(3) Continue to define the functionality for basic workflow. (Workflow Subcommittee)

(4) Continue training of staff on Visual Info/UDMS. (Information Technology, IBM, UDMS)

(5) Develop workflow standards for GUI interface, screen design, etc. (Workflow Standards Subcommittee)

(6) Continue development of reengineering plan. (Steering Committee)

November, 1995 - All activities completed within month.

(1) Research large monitors, scanners and test equipment. (Technology Subcommittee)

(2) Continue to develop Workflow Standards. (Workflow Standards Subcommittee)

(3) Evaluate TCP/IP communications link. (Image Vendor Evaluation Team)

(4) Continue reengineering project development. (Steering Committee)

(5) Continue development of basic workflow. (IT and ETF Users)

December, 1995

(1) Provide recommendation on test equipment to Steering Committee for Approval. (Steering Committee, Information Technology and ETF Users)

(2) Issue Purchase Order for test system equipment. (Information Technology, Technology Subcommittee, Budget Director)

(3) Obtain release of funds for imaging project through 14 days passive approval process through Joint Finance for Imaging Project. (Budget Director)

(4) Continue evaluation of monitors, and scanners. (Information Technology and ETF Users)

(5) Appoint Project Reengineering Implementation Subcommittees membership.

(6) Begin development of a detailed training plan for user staff, technical staff, and Conversion Vendor staff. (Steering Committee and other involved staff)

(7) Work with vendors in development of Basic Workflow. (Information Technology, IBM/UDMS and ETF Users)

(8) Continue development of reengineering projects. (Steering Committee)

January, 1996

(1) Complete specifications document for basic workflow. (Information Technology and ETF Users)

(2) Review and approve Basic Workflow document. (Steering Committee)

(3) Complete high level five year Reengineering Plan and gain executivemanagement approval. (Steering Committee)

(4) Begin to develop detailed written procedure manual for daily business in Records and user work areas. (ETF Users and Subcommittees)

(5) Install scanner, printer and several work stations to be used for testing and training. (Information Technology)

(6) Continue training of technical staff on tools. (Information Technology, UDMS and potentially other vendors)

(7) Continue training of Systems Administrator for Visual Info. (Information Technology, DOA/InfoTech and IBM)

(8) Begin reengineering Project Implementations. (Reengineering Project Implementation Subcommittees)

(9) Finalize decision to use Visual Info, UDMS, and IBM's TCP/IP products. (Image Vendor Evaluation Team and Steering Committee)

(10) Recommend to implement or not implement IBM solution set to Steering Committee. (Image Vendor Evaluation Team)

(11) Approve recommendation for document image system and basic workflow vendor. (Steering Committee)

(12) Negotiate and award contract for document image system and workflow. (Negotiation Subcommittee)

(13) Receive DOA purchasing approval for the document image system. (Budget Director)

February, 1996.

(1) Issue RFP for Conversion vendor. (Records Conversion Committee)

(2) Continue development of user procedure manuals. (ETF Users and Subcommittees)

(3) Begin to develop disaster recovery procedures with DOA/InfoTech. (Information Technology)

(6) Create an Implementation team to coordinate implementation at detail levels (Steering Committee)

(7) Update Service Level Agreement with DOA/InfoTech. (Information Technology)

(8) Develop problem resolution processes for resolution of Implementation problems. (Information Technology)

(9) Continue reengineering Project Implementations. (Reengineering Project Implementation Subcommittees)

March, 1996

(1) Hold conversion vendor meeting. (Records Conversion Committee, Workflow Subcommittee and Technology Subcommittee)

(2) Continue testing Basic Workflow (Daily business and management statistics.) (Information Technology and ETF Users).

(3) Develop detailed training curriculum and materials for Basic Workflow. (Vendor, Information Technology and ETF Users)

(4) Train technical staff support on support of Basic Workflow (Vendor and Information Technology)

(5) Develop test criteria for determination of effectiveness of units to use system. (Implementation Team)

(6) Develop migration plan (Implementation Team)

(7) Continue reengineering Project Implementations. (Reengineering Project Implementation Subcommittees)

(8) Resolve Systems administrator roles with DOA/InfoTech. (Information Technology)

(9) Finalize workflow standards. (Workflow Standards Subcommittee)

(10) Approve workflow standards. (Steering Committee)

(11) Complete automated development tool selection. (Information Technology)

(12) Recommendation on automated tools to Steering Committee (Information Technology)

(13) Approve tool selection. (Steering Committee)

(14) Issue Purchase Order for tools. (Budget Director)

April, 1996

(1) Continue testing basic workflow. (Information Technology and ETF Users)

(2) Continue technical training. (Vendor, Information Technology ETF Users)

(3) Continue development of training manual and procedures for users. (Vendor, ETF Users, Subcommittee)

(4) Develop disaster recovery procedures. (Information Technology)

(5) Continue reengineering Project Implementations. (Reengineering Project Implementation Subcommittees)

(6) Recommendation for conversion vendor to Steering Committee. (Records Conversion Committee)

(7) Approve recommendation for conversion vendor. (Steering Committee)

(8) Obtain DOA approval of conversion vendor. (Budget Director)

(9) Negotiate and award contract for Conversion vendor. (Negotiation Subcommittee)

(10) Evaluate and recommend hardware and software needed for the document image system. (Technology Subcommittee)

(11) Approve hardware and software recommendations. (Steering Committee)

(12) Issue Purchase Order for hardware and software. (Budget Director)

(13) Work with Conversion Vendor on Training Plan for Staff. (Records Conversion Committee)

May, 1996

(1) Complete detailed training manual for Conversion Vendor Staff. (Records Conversion Committee)

(2) Steering Committee approval of training for Conversion Vendor. (Steering Committee)

(3) Begin training Conversion Vendor staff. (Vendor, Records Conversion Committee)

(4) Complete development of detailed written procedure manual for daily business in Records and user work areas. (ETF Users)

(5) Begin training of records staff on daily business scanning activities. (Records Conversion Committee)

(6) Complete training of conversion vendor. (Records Conversion Committee, Vendor)

(7) Continue reengineering Project Implementations. (Reengineering Project Implementation Subcommittees)

(8) Begin conduct of preliminary training of each unit who will be using system day one. (Information Technology)

(9) Test and accept basic workflow (File Conversion). (Records Conversion Committee and Information Technology)

June, 1996.

(1) Continue training of ETF Staff for Conversion of Daily Business Records. (Records Conversion Committee)

(2) Begin user staff training on Visual Info. (IBM)

(3) Begin training of user staff on basic workflow. (Vendor)

(4) Begin Conversion of Records, contingent on space in GEF 1. (Vendor)

(7) Continue reengineering Project Implementations. (Reengineering Project Implementation Subcommittees)

(6) Define cutover criteria to new system. (Implementation Team)

July, 1996

(1) Continue with ETF Records Conversion provided adequate space in GEF 1. (Vendor)

(2) Continue reengineering Project Implementations. (Reengineering Project Implementation Subcommittees)

(3) Continue training of ETF Staff for Conversion of Daily Business Records. (Records Conversion Committee)

(4) Continue user staff training on Visual Info. (IBM)

(5) Continue training of user staff on basic workflow. (Vendor)

(6) Continue training of ETF staff for conversion of daily business. (Implementation Team).

August, 1996

(1) Move to new building. (ETF Executive Management)

(2) Install large monitors and other hardware and software for all data systems and Visual Info on all workstations. (Information Technology)

(3) Test out installation of Visual Info and all data systems in new building. (Information Technology)

(4) Complete training of each unit who will be using system day one. (Implementation Team)

(6) Train supervisory management in use of image system. (Vendor)

(7) Conduct complete Systems test with DOA/InfoTech on total installation. (Implementation Team, Information Technology and ETF Users)

(8) Complete training of user staff on Basic Workflow. (Vendor)

(9) Continue with ETF Records Conversion at GEF 1. (Vendor)

(10) Continue reengineering Project Implementations. (Reengineering Project Implementation Subcommittees

September, 1996

(1) Continue reengineering Project Implementations. (Reengineering Project Implementation Subcommittees)

(2) Conduct test of Help Desk support. (Implementation Team and Information Technology)

(3) Conduct complete integrated systems test of basic workflow. (Implementation Team and Information Technology)

(4) Conduct and complete test of ETF and Conversion staff to convert a day's daily business in one day. (Implementation Team and ETF Users)

(5) Evaluate results of systems test (Implementation Team)

(6) Make decision to cut over to new system. (Steering Committee)

(7) Cutover to new system. (All staff who will be on new system)

October, 1996

(1) Continue reengineering Project Implementations. (Reengineering Project Implementation Subcommittees)

(2) Continue post-implementation review. (Implementation Team, and Steering Committee)

(3) Continue to modify job procedures based on review. (Implementation Team, Information Technology, Records Conversion Committee, and Steering Committee)

(4) Conduct post-implementation review. (Implementation Team, and Steering Committee)

(5) Modify job procedures based on review. (Implementation Team, Information Technology, Records Conversion Committee, and Steering Committee)

(6) Continue conversion of records. (Vendor)

Attachment 2

BUSINESS PROCESSES AND OUTCOMES - CURRENT AND FUTURE

Business Process		Current Outcomes			Future Outcomes
		# Processed Annually	**# of Staff Involved *Outside ETF?***	**Average Turnaround**	
Enrollments	Health Insurance	19,600	9 staff (6 ETF and 3 G.T.)	6 days	Although it is likely that there will be little external improvements to the enrollment function, there will be some internal efficiencies with potential for up-to-date on line enrollment and data base update.
	ETF - Life Insurance	1,436	9 staff (6 ETF and 3 MMLIC)	4 to 12 wks	
	MMLI- Life Insurance	12,648	7 staff (4 ETF and 3 MMLIC)	5 days	
	ICI - state transfers	1,466	6 staff - all ETF	4 to 12 wks	
	ICI - non transfers	5,865	6 staff - all ETF	4 to 12 wks	
	WRS - Paper enrollment	17,477	10 staff	4.5 days	
	WRS - Tape enrollment	10,909	5 staff (5 ETF, ? InfoTech)	3 days	
WRS Remittance Processing -Employers	Local	13,452	6 - *yes*	2 days	Electronic transfer of money and on-line reports will be available and used by 50% of employers, thus reducing cost to employers. Through electronic transfers of money and on-line reporting, there will be immediate transfer of dollars which will allow employers to delay making payments until a day or so before the due date without fear of penalties being assessed.
	State	732	8 - *yes*	2 days	
	Month end	12 mos	7 - *no*	4 days	
Annual Statement of Benefits		311,213	37 ETF staff and 11 Laser Tech staff - *yes*	148 days	Statements will be distributed within 90 days from end of the calendar year (March 31). The data provided on the statements will be improved by including more complete information for all ETF administered programs (accurate and projected retirement benefits, health and life coverages, etc.).

October 4, 1995

Business Process		Current Outcomes			Future Outcomes
		# Processed Annually	# of Staff Involved *Outside ETF?*	Average Turnaround	
General inquiries [BI for EE's /Employer Services for ER's]	EE - telephone	95,180	1 staff	6 minutes (88% busy)	The amount of busy signals will be reduced to no more than 5% at any time and access to information by phone will be improved.
	EE - other	3,100	4 staff	19.2 days	All written inquiries will be responded to within five business days.
	ER - telephone	33,275	3 staff	1-2 days	Employer telephone inquires will be provided same day responses.
Benefit Estimates	Retirement	11,156	6 staff	19.2 days	Participants will be provided with benefit estimates within five business days of request.
Separation Benefit Application Processing		4,211	8 (to start of batch process) - *yes*	39 days	Separation benefits will be paid within one week of termination of employment and receipt of application.
Retirement Benefit Application Processing	lump sum	621	8 (to start of batch process) - *yes*	34 days	Lump sum retirement benefits will be paid within one week of termination of employment and receipt of application. Retirement annuities will start in the month after retirement and will be within 2% of the final amount due. There will be internal effeciencies to meet the projected 20 to 25% increase in retirements.
	annuity	4,352			
Disability Retirement Benefit Application Processing		350	10 (to start of batch process) - *yes*	137 days	Payments will begin by the month after the disabled participant's employment earnings cease.
Survivor Benefit Application Processing	lump sum	847	8 (to start of batch pymt process) - *yes*	18 days	Lump sum survivor benefits will be paid within one week of receipt of application. Annuities to joint survivors will continue without interruption.
	annuity continuation	688			