



Interim Finance Committee



WAVES 1.1/1.2/1.3 & 1.4 WAVE 2.0

Current Status & Updates

Scott Muir
Sr. Executive Program Director
State of Nevada(SMART21 &
PEBP) Project Initiatives

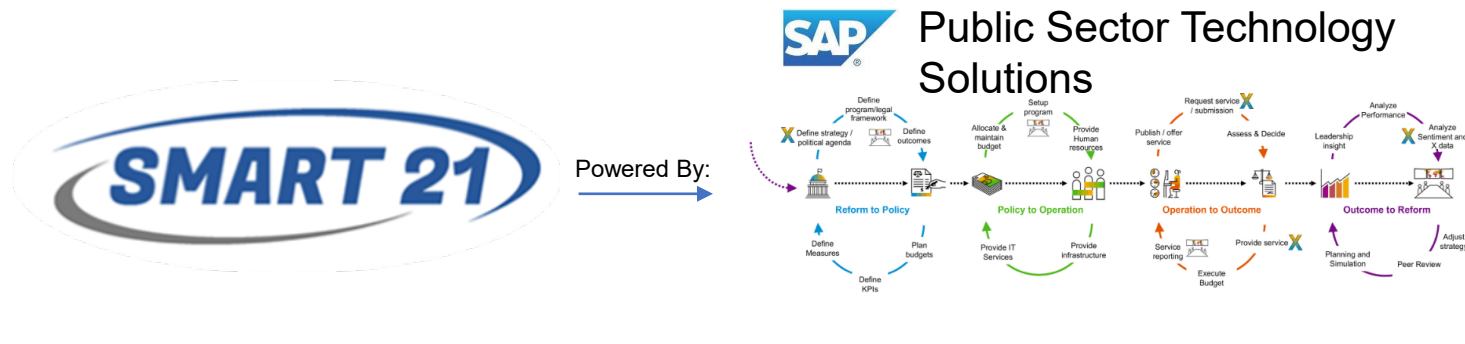


02.09.2022

Reference Information

• What is the SMART 21 Project?

- ✓ The SMART 21 Project was instituted to harness the benefits of modern information technology and accelerate the pace at which the State of Nevada realizes the value of shared computing infrastructure.
- ✓ Focused on financial management, human resources management and related systems, the SMART 21 Project offers an opportunity to replace the State's legacy IT system with a more efficient, secure, and upgradable IT system through a more effective approach to resources and technology investments in the 21st century.



Reference Information

- IFC Request from last Mtg

- ✓ Invenio-LSI to present to IFC – Progress on Addressing State CURE Letter(dated September 15th, 2022)
- ✓ Invenio-LSI to provide IFC – Overall SMART21 Project Status Visibility
- ✓ Invenio-LSI to provide overall perspective and feedback on SMART21 Project – based on experience with other Public Sector organizations undertaking similar Enterprise Technology Transformations

Reference Information

Objectives



Interim Finance
Committee

• SMART Objectives:

- 1) Replacing outdated on-premises ERP system
 - ✓ Measurement [Metrics] - Replacement of on-premises ERP solutions with cloud-based Software-as-a-Service (SaaS)
- 2) Decreasing manual or paper-based processes
 - ✓ Measurement [Metrics] - % reduction in manual processes utilizing leading industry standards and best practices (e.g. electronic workflows)
- 3) Incorporating business process improvements across all State departments and divisions as appropriate
 - ✓ Measurement [Metrics] - % business process improvements achieved by utilizing leading industry standards and best practices
- 4) Enhancing security
 - ✓ Measurement [Metrics] - Utilizing updated State security policies that support a cloud-based solution (SaaS) for expanded Finance and HR related data
- 5) Eliminating administrative activities that do not add value, such as redundant keying and reconciliation of disparate systems
 - ✓ Measurement [Metrics] - Utilizing updated State security policies that support a cloud-based solution (SaaS) for expanded Finance and HR related data





Reference Information

• SMART Objectives:

- 6) Standardizing business processes in the transformation areas across all State of Nevada organizational units within scope
 - ✓ Measurement [Metrics] - Elimination of silo systems and use of standard chart of accounts
- 7) Improving the State's ability to manage its resources by integrating funding (including the integration of budget and financial capabilities)} employee, location, equipment and authorization information
 - ✓ Measurement [Metrics] - Elimination of silo systems and use of standard chart of accounts
- 8) Providing employees and managers with direct access, as appropriate, to personnel, payrolls, time and attendance, and benefit information
 - ✓ Measurement [Metrics] - Self-service capabilities provided in HRM
- 9) Enabling the State to conduct business more efficiently with its vendors and service providers through the expansion of electronic commerce
 - ✓ Measurement [Metrics] - Self-service capabilities provided in HRM
- 10) Providing departments, system users and business managers with the necessary technology, tools, and training to enable them to extract the data they require to meet their daily business needs without IT involvement
 - ✓ Measurement [Metrics] - Self-service capabilities provided in HRM

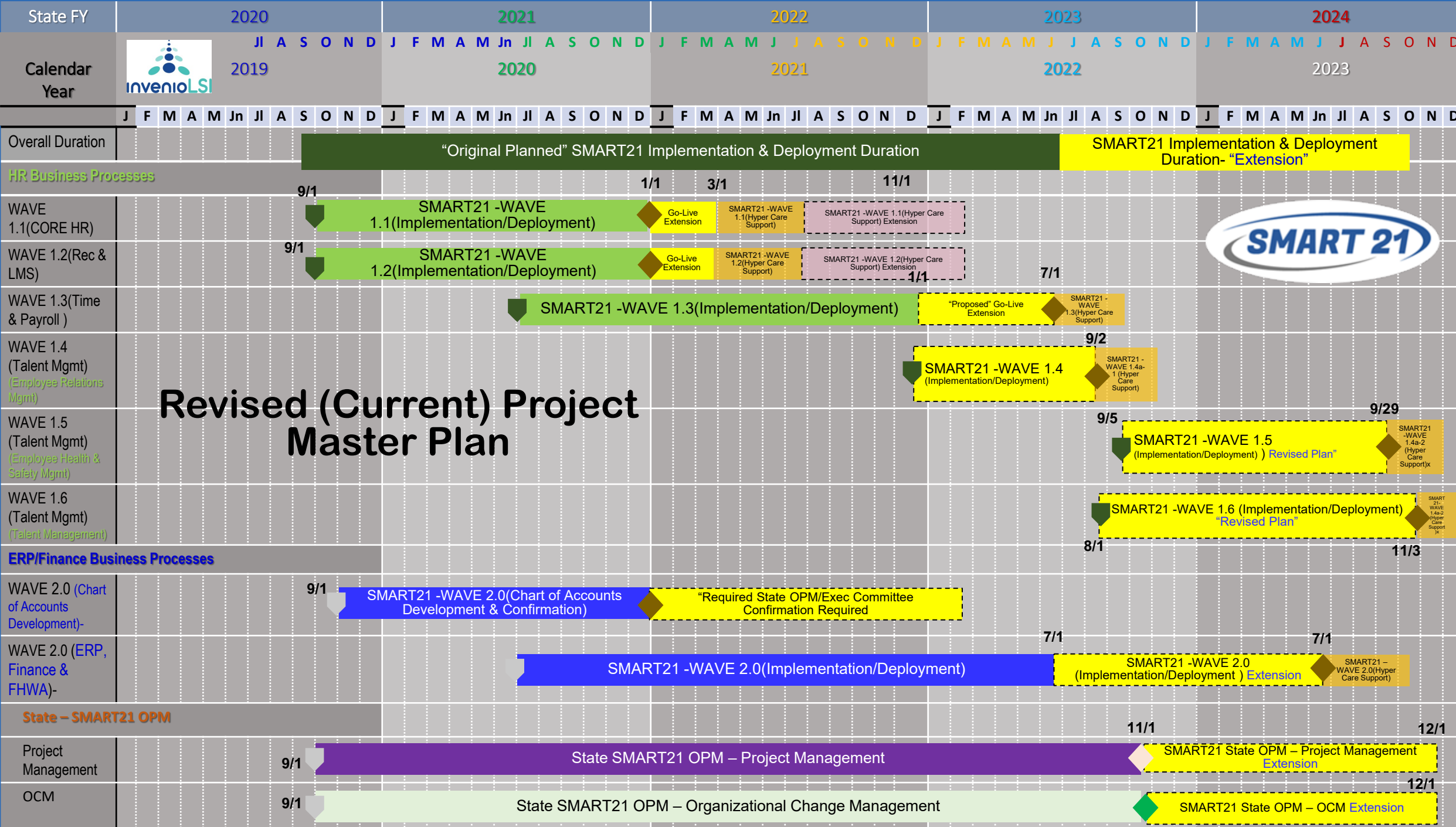


Interim Finance Committee



Current SMART21 Project Execution Schedule





Revised (Current) Project Master Plan

- **Budget**- Invenio BASE Contract and Follow-Up Project Change Requests
 - Project Remains tracking to original contract value with very minor adjustments
- **Timeline** – SMART21 Project has (to date) had a few–Unplanned/Unexpected Go-Live Delays
 - WAVE 1.1 / 1.2 – (3) Months
 - WAVE 1.3 – (6) Months
 - WAVE 1.4 - (6) Months via Mutual Agreement - Re-Planning
 - WAVE 1.5 - (22) Months via Mutual Agreement - Re-Planning
 - WAVE 1.6 - (23) Months via Mutual Agreement - Re-Planning
 - WAVE 2.0 – (12) Months via Mutual Agreement - Re-Planning
- **Utilization** –
 - The State is currently utilizing WAVE's 1.1 for day-to-day Personal Administration of its >19,000 Employees
 - The State is currently utilizing WAVE 1.2(Enterprise Learning & Training Management) for its >19,000 Employees
 - The State is currently utilizing WAVE 1.2 Recruiting Management for its Recruiting and Talent Acquisition requirements





Interim Finance Committee

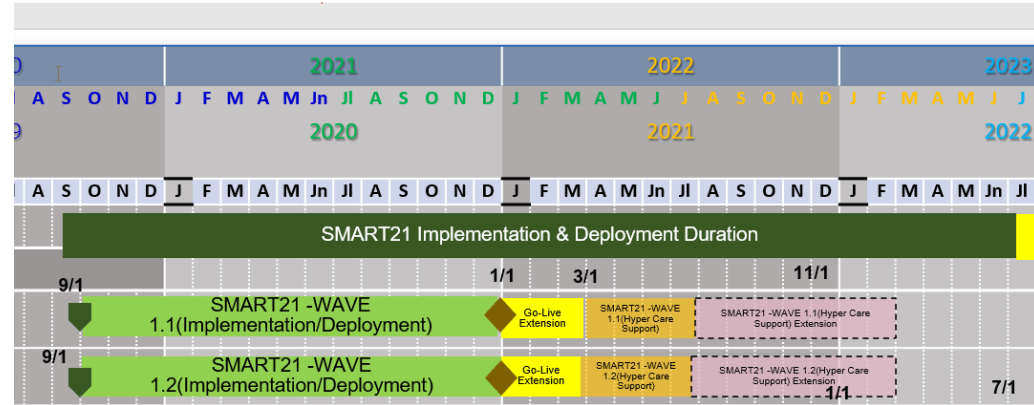


Overall Status – WAVE 1.1 (CORE HR), WAVE 1.2(LMS) & WAVE 1.2(Recruiting Management)



Summary – Overall, Current Health Status (Waves 1.1 & 1.2) {as of 2-4-2022}

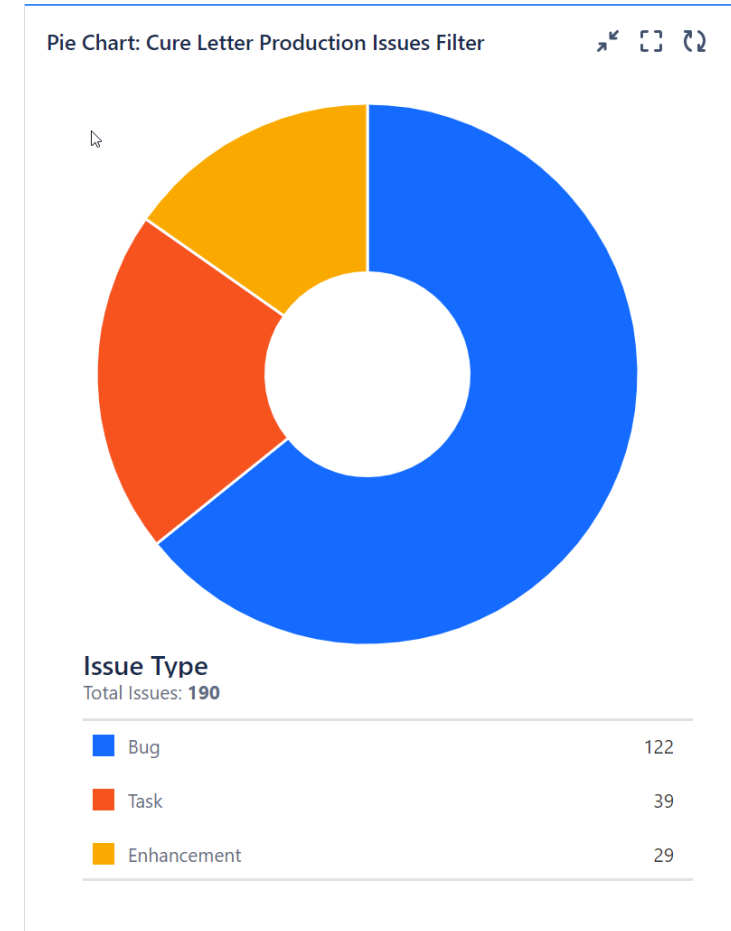
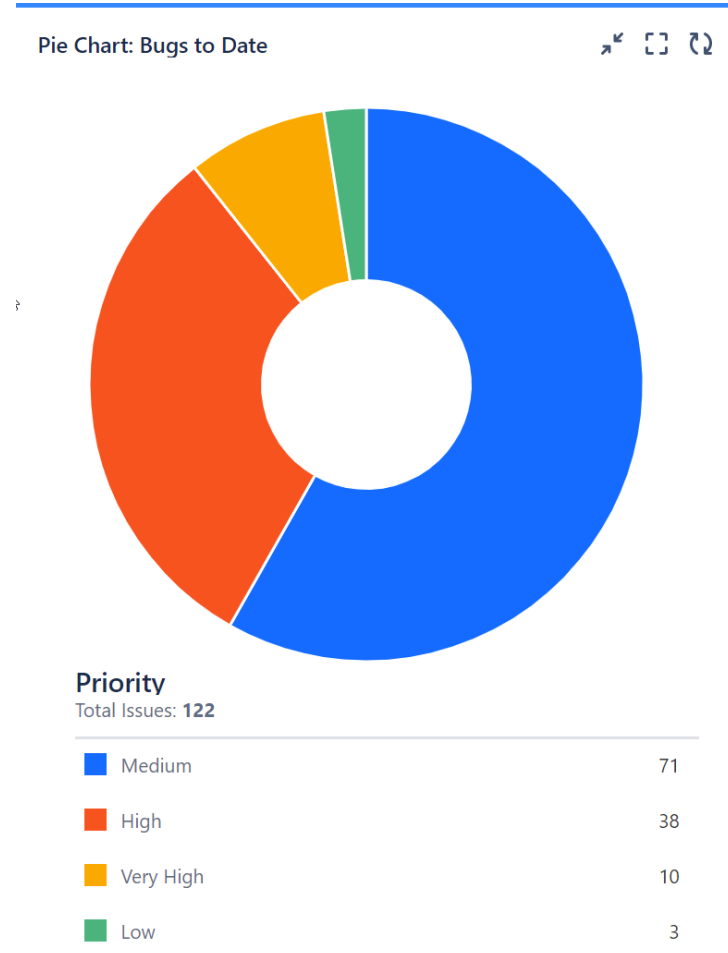
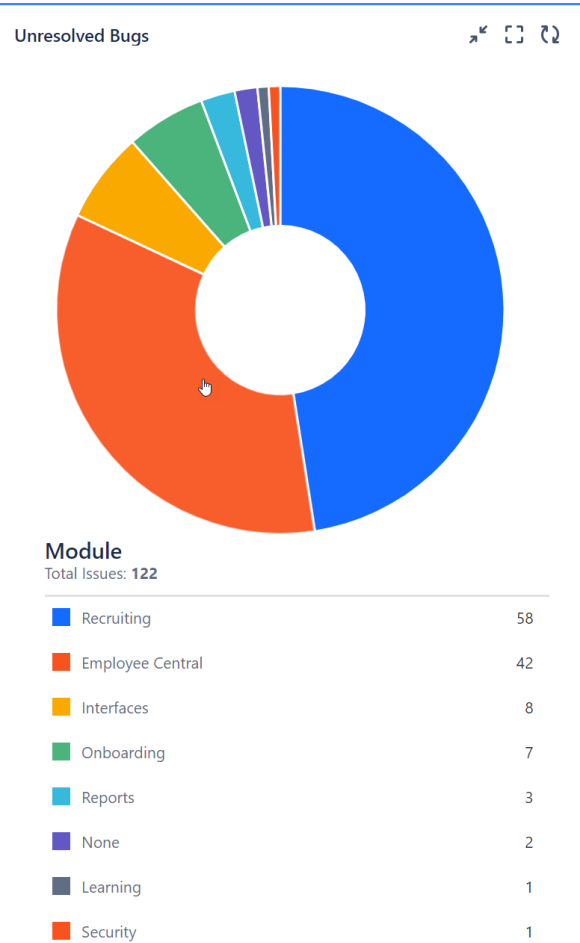
- Deployed and Operational
- In Invenio-LSI Hyper Care Status
- Currently - (122) Outstanding Identified and Logged “Bugs”
 - ✓ (63) Associated – WAVE 1.1(CORE HR)
 - ✓ (58) Associated – WAVE 1.2(Recruiting Management)
 - ✓ (1) Associated – WAVE 1.2(Learning Management)



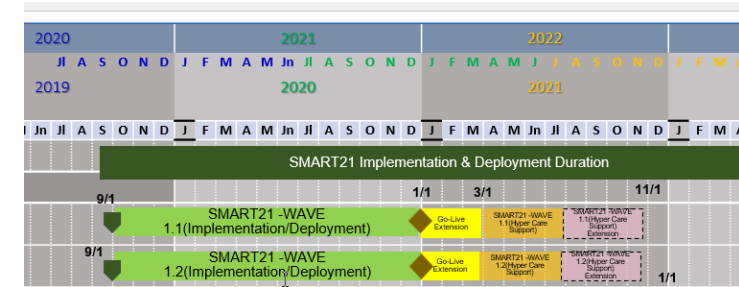
- Delivering to State:
 - ✓ Day-to-Day Transactional HR & Personal Administration
 - ✓ Enterprise Learning Management
 - ✓ Enterprise Recruiting and On-Boarding

Summary – (Waves 1.1 & 1.2)

Open-Logged(JIRA) BUGS (as 2/4/2022)



Summary – Current Status / WAVE 1.2 (Enterprise Recruiting Management)



- WAVE 1.2(Recruiting Management) Remains in Hyper Care Status
 - ✓ In Full Production
 - ✓ Hyper Care being provided by Invenio-LSI
 - Enterprise Recruiting Management
 - There were (6) noted functionality gaps from the original Go-Live of WAVE 1.2(Recruiting Management)
 - They were:
 - Center of Capabilities
 - T&E's
 - NPD4 / Offer Letter Process
 - Search/List Creation
 - Send Back Feature / Offer Letters
 - NPD-19 / Request for New Position Process
 - (1) of these have been successfully addressed, are awaiting State OPM/DHRM Final Sign-Off
 - NPD4 Process
 - (4) of these are in process of State OPM/DHRM Testing & Validation
 - Search/List Creation
 - Center of Capabilities
 - T&E's
 - NPD-19
 - (1) of these are not feasible based on both not being on the original SMART21 Project Requirements, as well as based on SMART21 SaaS Solution constraints
 - NPD-4 /Offer Letter Process
- ✓ Plan to resolve all remaining Tickets and Functionality Concerns by the end of February-2022

State – Cure Letter / LSI Progress to Date

- Validated by Gartner
- (10) Items Noted
 - [3] Fully Completed
 - [7] Continued Positive Progress being made

Gartner's Updated Feedback Summary

- Gartner's updated feedback on the individual expectations are detailed in the following slides, along with a table that lists action items indicated by LSI for tracking.

Expectation	9/24/21	11/24/21	12/10/21	1/13/22	Notes
1. <u>Resolve System Functionality Issues</u>				In Progress	LSI continues to address system issues in production
2. <u>Report on Response Times</u>				In Progress	LSI now plans to provide the January 2022 Client Facing, Standardized Reports of Performance Metrics on February 7, 2022.
3. <u>Remediate Gartner IV&V Findings</u>				In Progress	To facilitate progress in the findings from the IV&V reports, Gartner started incorporating these into the weekly PMO meetings with OPM and LSI for discussion and resolution.
4. <u>Execute a Health Check on Waves 1.1 and 1.2 by Independent Consultants not currently employed by LSI</u>				In Progress	LSI now plans to deliver these health check reports by the end of February 2022.
5. <u>Provide a Detailed Work Plan with waves 1.3, 1.4 & 2.0 on September 17, 2021.</u>				In Progress	Wave 1.3: Updated Wave 2.0: Update is pending on completion of replanning items Wave 1.4: Update is depending on Executive Committee's approval of the new proposed timeline
6 & 7. <u>Walkthrough of Work Plan & July 2022 Go Live</u>				Complete	
8. <u>Replacement of Key Personnel</u>				Complete	
9. <u>Plan for Contingencies for Waves 1.3 and 2.0</u>				In Progress	LSI will schedule a meeting with OPM to develop a contingency plan in case the new go live for wave 1.3 in July 2022 becomes at risk.
10. <u>Project Standards</u>				Complete	



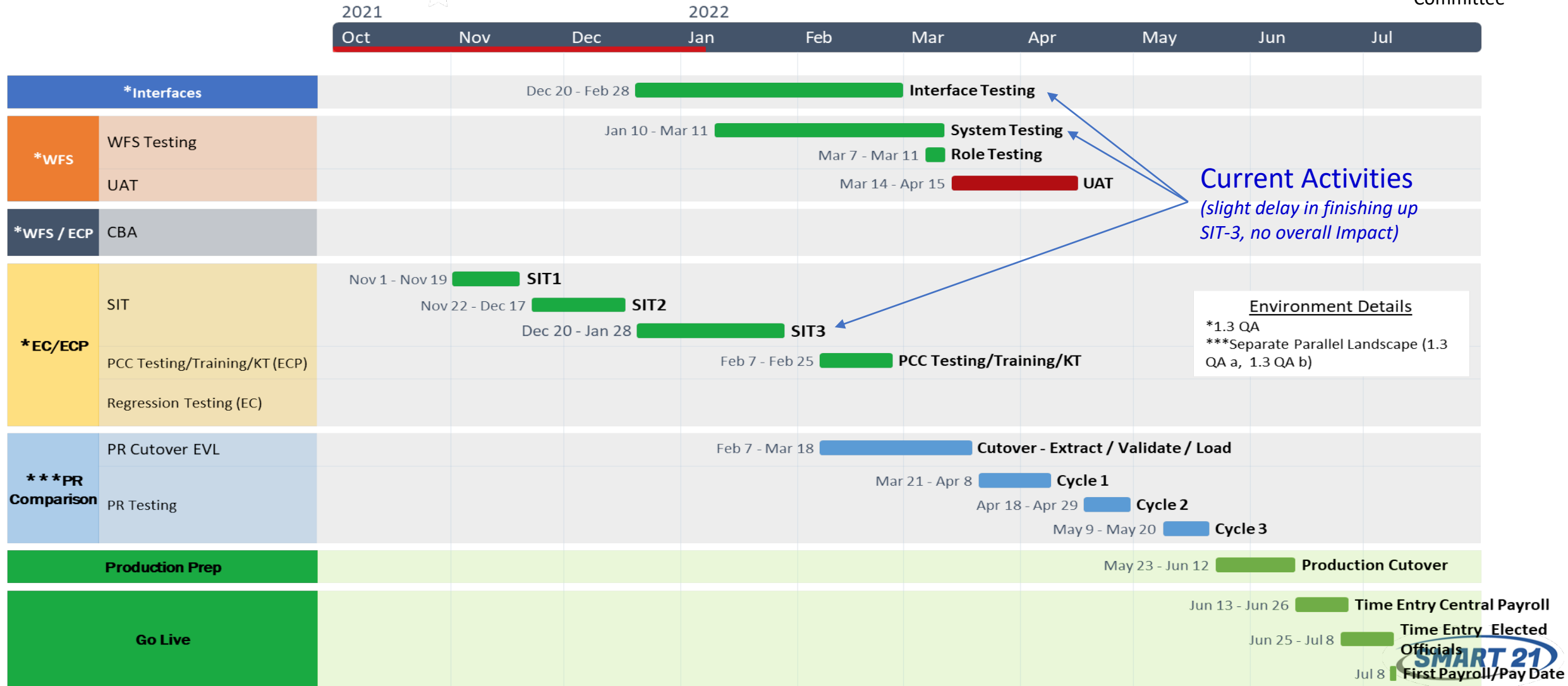
Interim Finance Committee



Current Status – WAVE 1.3 (Time & Absence Management + Payroll Processing)



LSI - WAVE 1.3 Execution/Go-Live Plan Modification – High Level Adjusted Schedule {Updated}



WAVE 1.3 – Identified Potential RISKS



1. Adequate Time and Participation in remaining SIT and Testing Cycles – State Payroll SME's
 - Mitigation: Working with OPM and Central Payroll Office for Time Requirements
2. Successfully getting through the significant Time & Absence Management Testing
 - Based on Impact of this on State / New Business Process for each Employee
 - Mitigation: Testing Environment will be fully operational by 2/11/2022
3. Completing Integration Testing and Validation
 - Getting all State 3rd Party Providers to support in a timely manner
 - Mitigation: Will escalate to Executive Steering Committee, as needed
4. Ensuring State employees are fully trained & enabled to enter payroll information prior to roll out.
 - Beginning Organizational Change Management & Communications as planned.
 - Organizational, Statewide support
 - Mitigation: Facilitating Full Alignment between Project Execution and OCM Teams



Summary – Current Status / WAVE 1.3



- SIT-3 / Extended by 1-week
 - ✓ Finishing remaining Security & Report Scripts
- WFS(Time & Absence Management)
 - ✓ Extensive Testing Continuing, as planned
- Interface Testing
 - ✓ Continuing, as planned
- Parallel Testing Environments
 - ✓ Finishing full set-up and enablement
- Overall
 - ✓ WAVE 1.3 Still On-Tack for meeting Go-Live Objective (1st Payroll Run in July-2022)
 - *Dependent on State Payroll Office time availability to support completing remaining Execution Steps*

Summary – Current Status / WAVE 1.3

As of 2-4-2022

- 21 WEEKS Remaining until Go-Live
 - 105 Working Days Remaining
 - Overall
 - ✓ WAVE 1.3 Still On-Tack for meeting Go-Live Objective (1st Payroll Run in July-2022)
-
- Scope Control – A Must
 - Testing Discipline – A Must
 - Focus and Availability – A Must
 - Interface/Integrations – Need to Continue to Drive





Interim Finance Committee

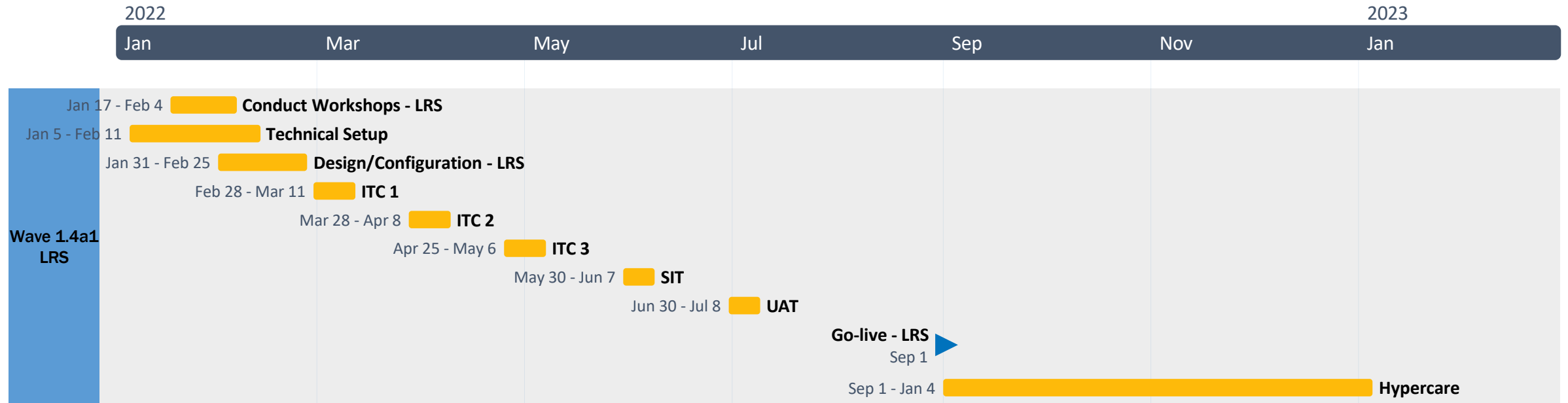


Current Status – **WAVE 1.4**

SMART21 Employee Relationship Management



WAVE 1.4 (SMART21 Employee Relationship Management Solution)



Summary – Current Status / WAVE 1.4

- Implementation Started
 - ✓ Initial Requirements Confirmation and Gap Analysis Workshops began (as planned) on January 17th , 2022
- Requirements Confirmation Workshops - Continuing
 - ✓ Will Conclude – as planned on February 4th
- Overall
 - ✓ WAVE 1.4a-1 Still On-Tack for meeting Go-Live Objective (Production Go-Live {September 1st, 2022})



Interim Finance Committee



Confirmations

- **WAVE 1.5**
- **WAVE 1.6**

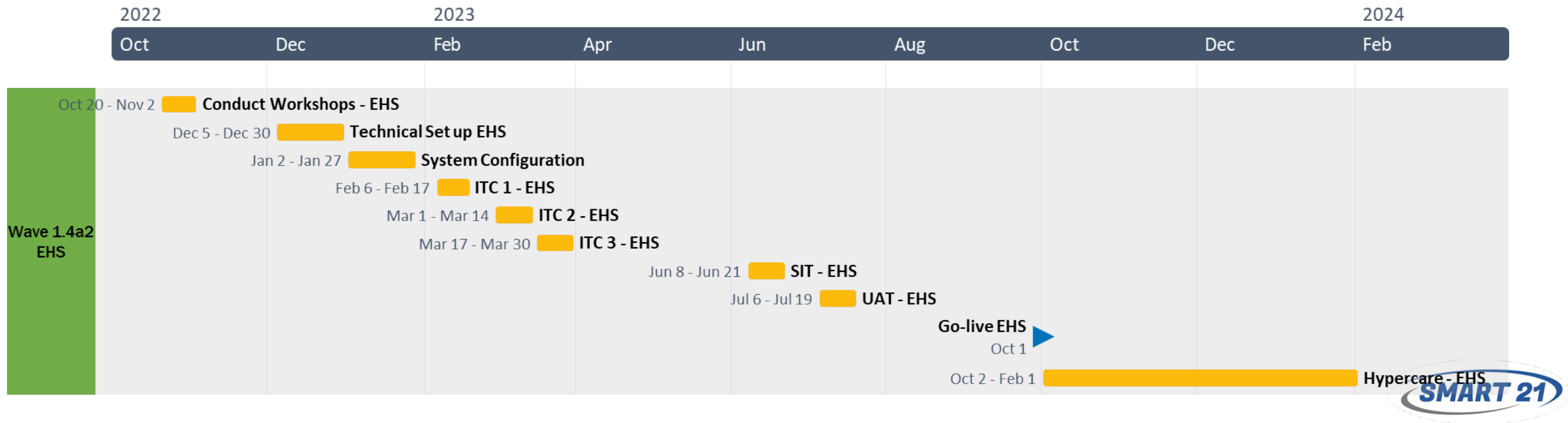


WAVE 1.5

SMART21 Employee Health and Safety

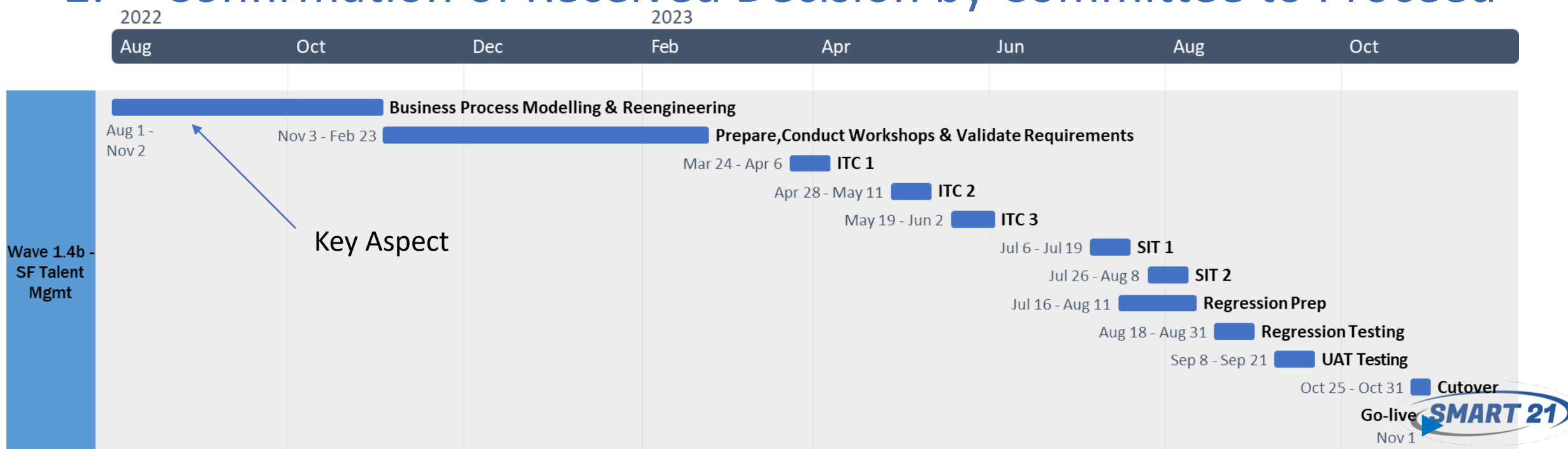


1. New Designation for this WAVE
2. Confirmation of Received Decision by Committee to Proceed





1. New Designation for this WAVE
2. Confirmation of Received Decision by Committee to Proceed



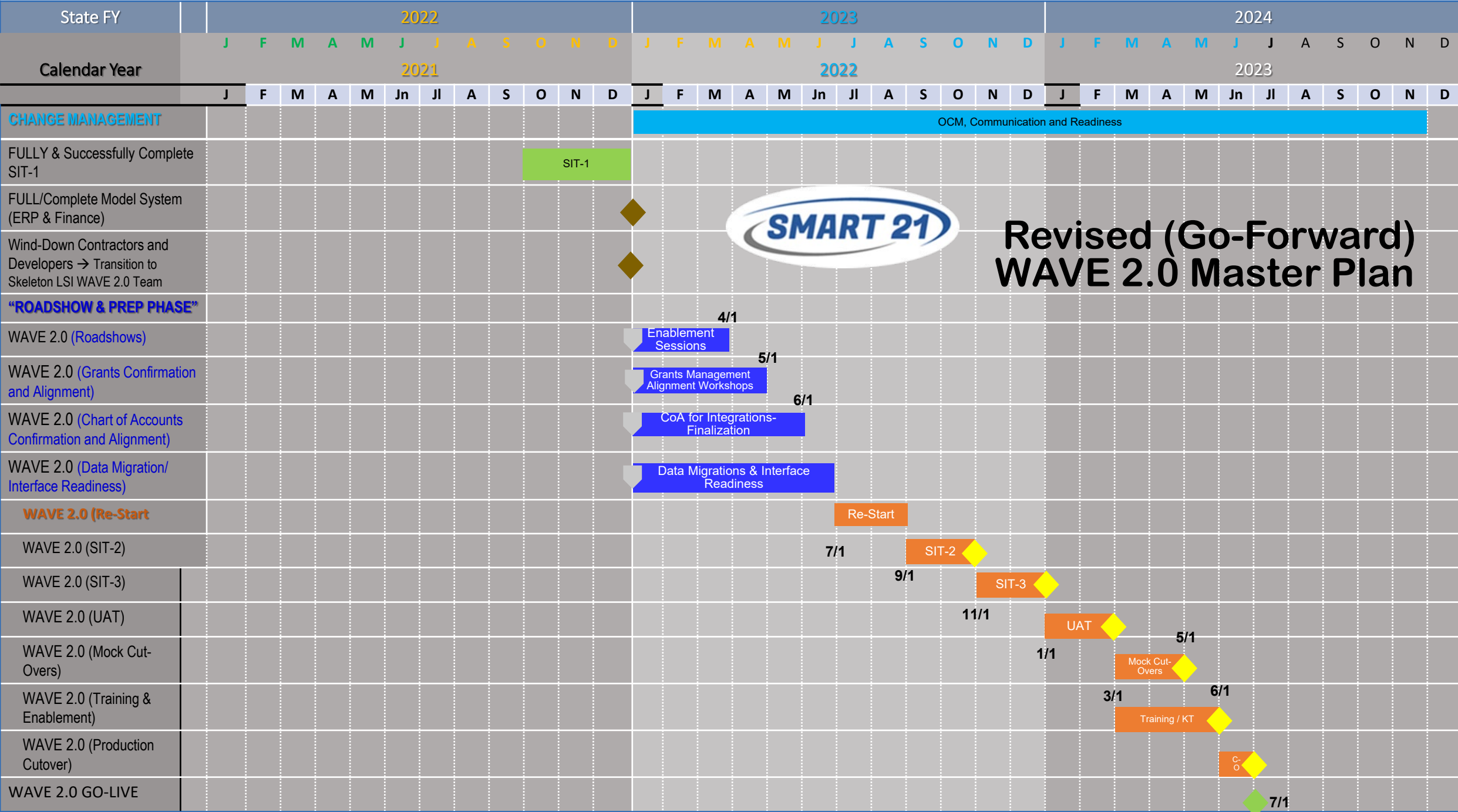


Interim Finance Committee



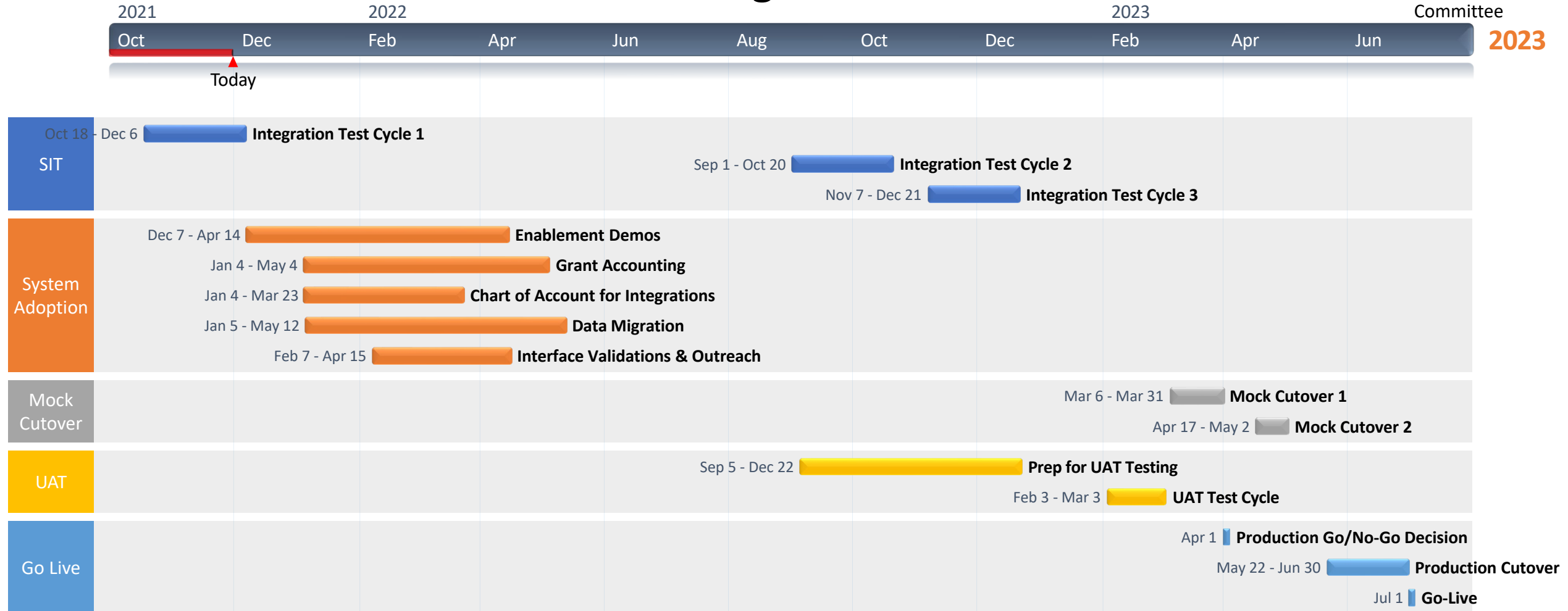
Current Status – WAVE 2.0(ERP and Enterprise Financial Operations Management)





LSI - WAVE 2.0 High Level Timeline

2023



WAVE 2.0 – Identified RISKS



1. Full Adoption and Acceptance of SMART21 Chart of Accounts Structure
2. Completing Alignment and Validation of the new State GRANT Management Process
 - Within the new SMART21 Solution
3. Completing Integration Testing and Validation
 - Getting all State 3rd Party Providers to support in a timely manner
4. Ensuring State employees utilizing the SMART21- WAVE 2.0 Solution are trained and enabled
 - Beginning Organizational Change Management & Communications, as planned.
5. Scope Control
 - Based on successfully completing the planned Enablement Sessions (Jan-June/2022)





Interim Finance Committee



WAVES 1.1/1.2/1.3 & 1.4 WAVE 2.0

Observations and Feedback from Invenio-LSI

02.09.2022

Scott Muir
Sr. Executive Program Director
State of Nevada(SMART21 &
PEBP) Project Initiatives



Observations and Feedback from Invenio-LSI

- Owning our Project Staffing Challenges – based on COVID-19 Impacts
 - ✓ Working Creatively and in Collaboration with State OPM to Mitigate any major project Impacts
 - ✓ Have made immediate Key Resource Changes as requested by the State
- Owning our need for improvement of Quality and Timeliness of Deliverables
 - ✓ Making Continued, Incremental Improvements

Observations and Feedback from Invenio-LSI

- Sponsorship and Support for SMART21 Project Charter
 - ✓ Will help facilitate overall SMART21 Initiative success
- Adopting New Technology and Business Process Improvements
 - ✓ Will allow the State to achieve desired goals/objectives of the SMART21 Initiative
- Similar experience as other US Public Sector organizations undertaking Enterprise Technology Projects of this Nature
 - ✓ The incurred delays and approved extensions on SMART21 (to date) - are consistent

*Thank
you*

A close-up illustration of a fountain pen nib, showing the gold-colored tip and the black barrel of the pen.