

Project Name

State of Arizona – Department of Economic
Security Digital Transformation Office

Informational Update

4/19/2023



Agency Vision

All Arizonans who qualify receive timely DES services and achieve their potential

Agency Mission

DES will ensure the strength and economic stability of Arizona by providing timely, temporary benefit assistance, and aid to vulnerable, qualifying Arizonans.



Project Status

Description of Project

- The Digital Transformation Office (DTO) within the Department is being established to provide a central oversight and management of large scale IT Projects.

Why we are returning (only if it is not a regular update):

- As required by approval of the Department's Unemployment Insurance Modernization PIJ, the Department is providing this informational update on the DTO.

Updates

- The Department has established the framework for the DTO and has commenced staffing of the office.
- There are currently three large scale projects within the Department that are being overseen by the DTO:
 - Atlas Replacement - Automated system replacement for the Child Support Services division;
 - RSA Libera System Upgrade - Upgrade of the Rehabilitation Services Libera system within the Employment and Rehabilitation Services division to the current version; and
 - Unemployment Insurance Benefits System Modernization within the Employment and Rehabilitation Services division.

Objective & Goals

Objective

Ensure the **successful implementation** of the agency's **technology modernization investments** and **deliver** needed **business capabilities** for current and future business needs while adhering to the technology "City Plan."

Goals

- Deliver modernization Initiatives on time, on budget and with better quality
- Provide leadership and guidance needed for both business and IT teams to run major transformational projects
- Ensure the adherence of the technology city plan to reduce IT operational costs, increased efficiency, stability and security
- Manage all projects consistently with a common methodology, progress reports, share lessons learned and avoid duplication

High-level Roles and Responsibilities

Represents the agency, both DTS and Business divisions, while managing the initiatives and managing vendors and other entities

- **Program management** – Lead overall program/project management and governance functions for all transformational initiatives. Key functions are Governance & Management, Resource & Environment, Vendor Management & Procurement, Quality, Risk and Control, Planning & Communication, Change management, cost and financial management and program administration
- **Technology** – Ensure the adherence of new solutions to the Gartner-defined “City plan.” Manage all aspects of the technology delivery including both internal and external architecture, development, testing, infrastructure, data and security teams.
- **Vendor Management** – Manage relationship and work effort of IM, QA and IV & V vendors
- **Solution Evaluation:** Lead and review all proposed solutions from the vendor and be part of the evaluation committee in selecting a solution and the vendor to implement solutions
- **Product management** – Lead and guide the business Product managers and owners during the requirements analysis (grooming), UAT, Training, and Implementation activities. Dotted line reporting into CDTO while still reporting into the divisions.
- **Agile CoE** – Train the agency IT and business staff on a single agile methodology and execute projects using that methodology.

Digital Transformation Office – Organization Structure

(Transform DES business and technology capabilities on-time, on-budget with better quality and functionality)

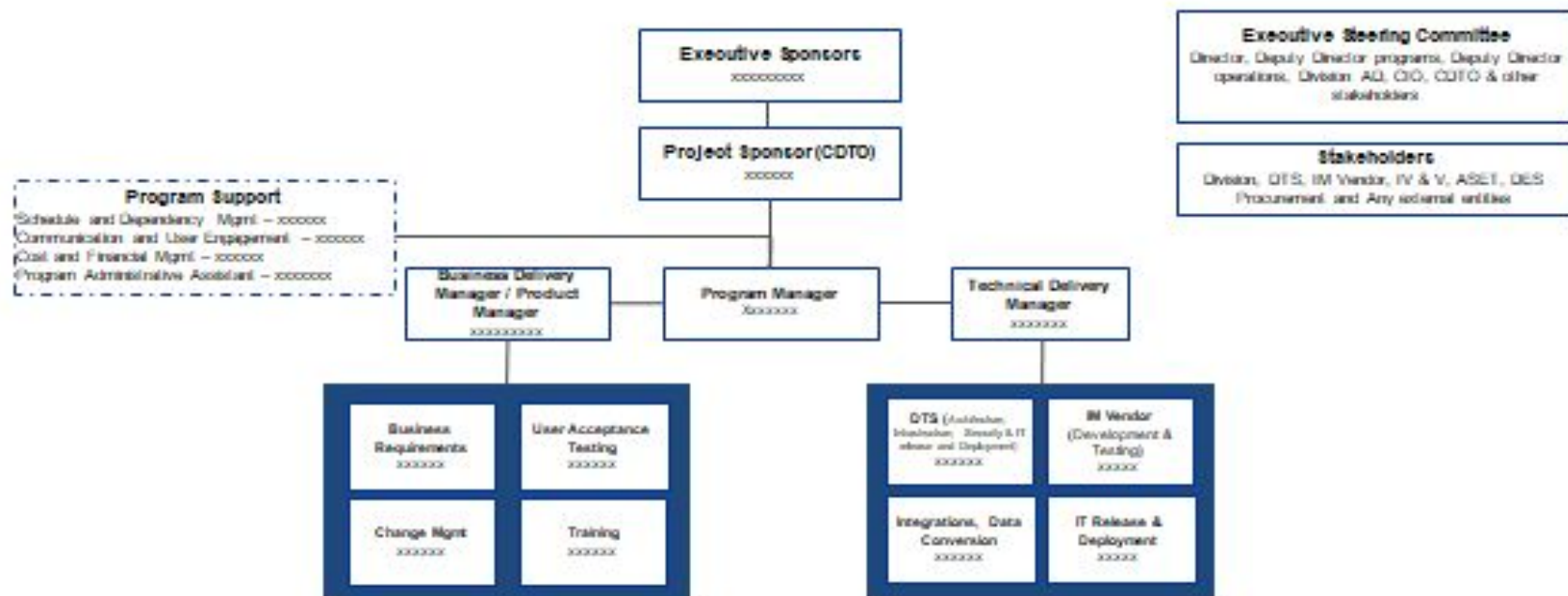


Shared Support Staff

Schedule and Dependency Management, Communication and User Engagement, Cost and Financial Management, Vendor Management, Program Administrative Assistant, Change management, Training, Procurement etc.

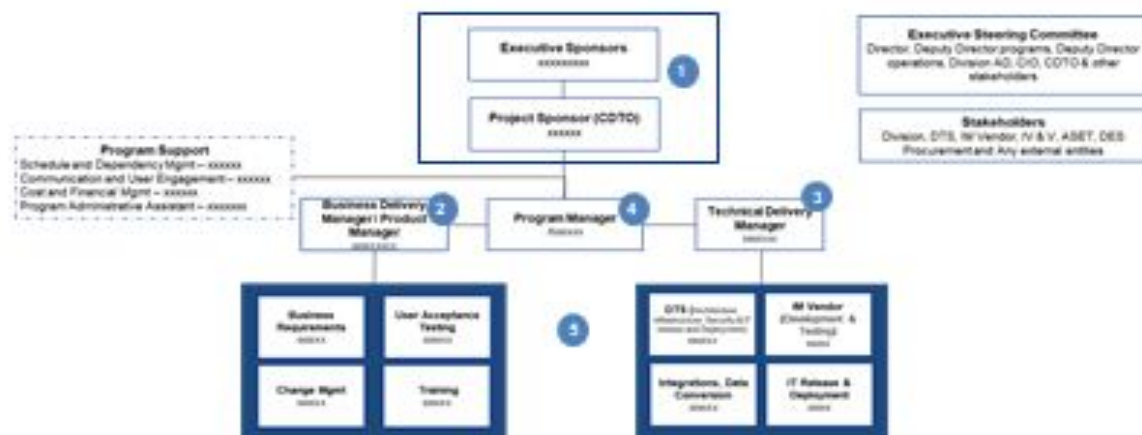
Individual Modernization Program Team Structure

(Business Owned and DTO Executed system replacement with a goal to deliver on-time, on-budget with better quality and functionality)



Program Structure - Points of Control

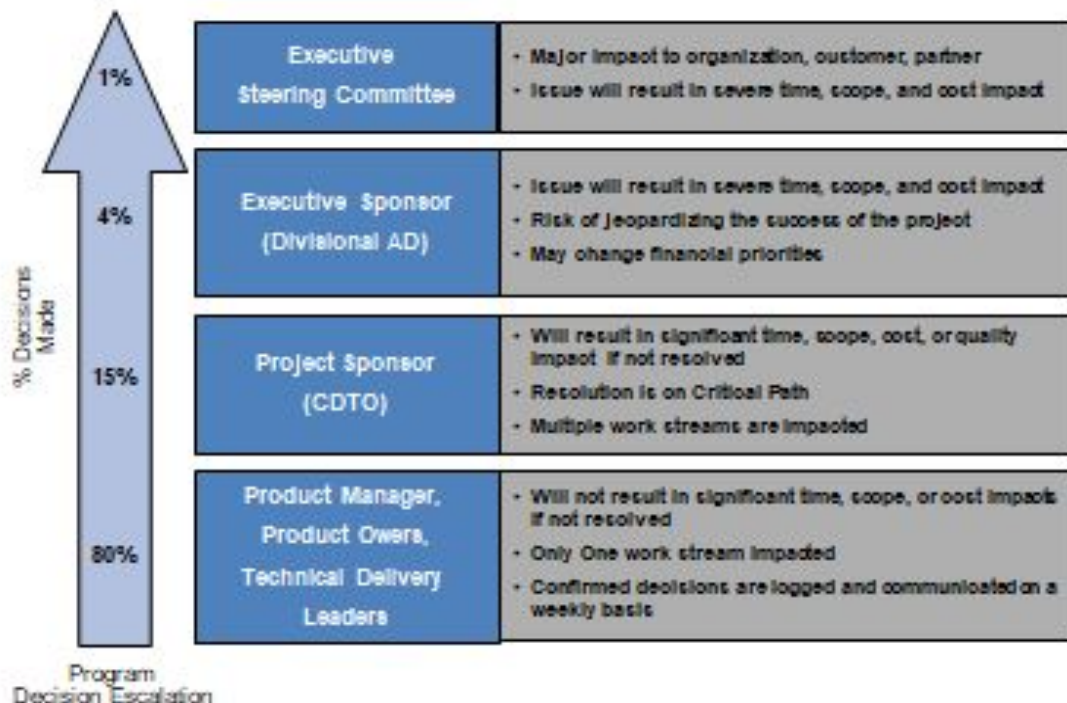
Within the Program Structure there are several points of control that are key to help manage the outcomes of the program.



1. Owns the overall scope and direction to ensure business case realization and accountable for scope, budget and deliverables.
2. Owns end-to-end view of business solution and ensures it is successful in the operating environment. Responsible for business requirements, change management and training, user acceptance testing and outgoing correspondence and also strikes the balance between out-of-the-box and other configuration necessary to meet the business case.
3. Accountable for setting and managing the technical design, and execution of the technical implementation of core application, integrations, data migration and reports, Testing (Functional, Performance and E2E), infrastructure provisioning, IT security, release and deployments for the program.
4. Manages the team to deliver on the integrated view with accountability for quality and on-time delivery of results. Also a point of control to mitigate the cross-program risks and manage the cross-program issues.
5. Day to day management of each work stream and operations.

Decision Roles & Responsibilities

Decisions will escalate and be evaluated at each level of the organizational hierarchy. The process is designed to reduce the number of decisions reviewed at each level in the organization. The top 5% will be handled through the defined decision making model. Decisions made at the Business and IT Delivery Managers level will be communicated on a weekly basis.



Q & A Session