ADOA-ASET

Project Investment Justification

Version 01.01

A Statewide Standard Document for Information Technology Projects

Project Title:	
Talent Acquisition Extension Pilot	

Agency Name:	**Arizona Department of Administration**
Date:	**February 26, 2015**
Agency Contact Name:	John Sheller
Agency Contact Phone:	
Agency Contact Email:	

Hover for Instructions

I.   Management Summary*

The Arizona Department of Administration (ADOA) Human Resources Division (HRD) deployed a state-wide Talent Acquisition solution in 2012. The solution helped to automate the employee hiring and onboarding process. The process includes a "recruiter" function that allows agency Human Resource (HR) staff to assess the qualifications of candidates and route selected applicants to supervisors for consideration and interviews. The current assessment process focuses primarily on an applicant's work history and skills.

This proposed project would extend the assessment tool functionality to include evaluation of the likelihood of the candidate becoming a long-term top-performing employee. It is anticipated that this extension will reduce turnover for critical positons and better support the State's Personnel Reform objectives of hiring and retaining quality resources.

The project will pilot the extended assessment tool solution for approximately one year with the HR division within the Department of Child Safety (DCS), specifically focusing on Child Protective Services (CPS) Specialist and Case Aid workers. This particular State agency has been selected as the initial implementation group due to historical trends of high employee turnover within high-value positons. It is anticipated that the current turnover rate of 27.1% for CPS Specialists and 13.8% for CPS Case Aid workers could be reduced by up to 25%.

II.   Project Investment Justification (PIJ) Type*

| | Yes | x | No | Is this document being provided for a Pre-PIJ / Assessment phase? |

If Yes,

Identify any cost to be incurred during the Assessment phase.	$
Based on research done to date, provide a high-level estimate or range of development costs anticipated for the full PIJ.	$

Explain:
Click here to enter text.

| | Yes | x | No | Will a Request for Proposal (RFP) be issued as part of the Pre-PIJ or PIJ? |

III.   Business Case

A.   *Business Problem**

As mentioned above, the annual turnover rate for DCS CPS Specialists is approximately 27.1% while the rate for CPS Case Aid workers is approximately 13.8%. The cost of that turnover is over $3.9 million annually.   This turnover level limits the Department's ability to fully meet its core child safety mission. The State does not currently have an effective talent acquisition analytics or assessment tool to fully address this issue.

B.   *Proposed Business Solution**

To improve the State's recruiting process, it is proposed that a vendor hosted behavioral, cognitive, and trait assessment, screening, and evaluation solution be incorporated into the candidate identification and selection process. As part of this

solution, 39 specific traits will be evaluated to determine a candidate's behavioral characteristics which in turn are compared with identified traits of DCS top performers. The assessment solution will identify applicants with high potential of becoming long-term top performing State employees. Results will be measured against historical DCS turnover experiences.   If possible a control group will be identified to further measure the effectiveness of the solution

Infor Talent Science™ is a patented, cloud-based Predictive Talent Analytics™ solution that helps ensure the right people are in the right positions to achieve business objectives. By leveraging large quantities of behavioral and performance data, this software creates predictive models to better select, retain, and develop the right talent across the entire employee life cycle. More information is available at: http://www.infor.com/product_summary/hcm/talent-science/

C.   *Quantified Benefits**

x	Service enhancement
	Increased revenue
x	Cost reduction
x	Problem avoidance
x	Risk avoidance

Explain:

With a potential 25% reduction in employee turnover within DCS alone, it is anticipated that approximately $988,000 in annual turnover costs savings could be achieved. See Attachment A for details.   A reduction in employee turnover is expected to result in improved service for children and families served by DCS through potentially fewer errors made by less experienced CPS Specialists and Case Aids.

IV.   Technology Approach

A.   *Proposed Technology Solution**

The ADOA proposes to implement a vendor-hosted cloud-based software license extension to the Infor Talent Acquisition software tool currently installed and supported by ADOA. This extension is called Infor Talent Science. The cloud-based application would be tightly integrated with existing Talent Acquisition Recruiter and Manager functionality. No new hardware is required; however, additional software licensing will be needed in order to access the extended vendor-hosted solution. Ongoing functionality will be accessible through regularly scheduled version upgrades to the Infor Talent Management suite.

The solution will be deployed in two phases:
- Phase One – Standup initial vendor-hosted assessment engine (Infor Talent Science).
- Phase Two – Integrate assessment tool into ADOA's Talent Acquisition solution by upgrading ADOA's Talent Management suite.

B. Technology Environment

The Infor Talent Science extension solution utilizes Amazon Web Services (AWS) to manage and host the required production hardware and software to provide the core application function. This new Infor Talent Science service will be embedded in ADOA HRs recruiting business process through an interface with the currently installed Talent Acquisition software solution. See Attachment B for security provisions of the solution.

C. Selection Process

The Infor Talent Science module is the exclusive component of ADOA's integrated Infor Talent Management suite justifying a Sole-Source or Competition Impractical procurement selection process.

V. Project Approach

A. Project Schedule*

Project Start Date: 3/5/2015 **Project End Date**: 6/30/2015

B. Project Milestones

Major Milestones	Start Date	Finish Date
PIJ Approval		3/5/2015
Sign contract	3/5/2015	3/13/2015
Hold project kickoff meeting	3/13/2015	3/27/2015
Identify incumbents for survey and prepare communications	3/27/2015	4/10/2015
Conduct employee assessments	4/10/2015	5/8/2015
Create performance profiles	5/8/2015	6/12/2015
Train users	6/12/2015	6/26/2015
Begin recruitments	6/29/2016	

VI. Roles and Responsibilities

A. Project Roles and Responsibilities

Executive Project Sponsor: Marie Isaacson, ADOA
Project Lead: John Sheller, ADOA
Business Lead: Norma Abbl, DCS
Technical Lead: Tu Nguyen, ADOA
Vendor Resources: Project leader and Infor Talent Science consultants

B. Project Manager Certification

☐ Project Management Professional (PMP) Certified
☐ State of Arizona Certified
☒ Project Management Certification not required

C. *Full-Time Employee (FTE) Project Hours*

Total Full-Time Employee Hours	240
Total Full-Time Employee Cost	$

VII.   Risk Matrix, Areas of Impact, Itemized List, PIJ Financials

VIII.   Project Approvals

A.   *Agency CIO Review**

Key Management Information	Yes	No
1. Is this project for a mission-critical application system?	x	
2. Is this project referenced in your agency's Strategic IT Plan?	x	
3. Is this project in compliance with all agency and State standards and policies for network, security, platform, software/application, and/or data/information as defined in http://aset.azdoa.gov/security/policies-standards-and-procedures, and applicable to this project? If **NO**, explain in detail in the "XI. Additional Information" section below.	x	
4. Will this project transmit, store, or process sensitive, confidential or Personally Identifiable Information (PII) data? If **YES,** in the "XI. Additional Information" section below, describe what security controls are being put in place to protect the data.		x
5. Is this project in compliance with the Arizona Revised Statutes (A.R.S.) and GRRC rules?	x	
6. Is this project in compliance with the statewide policy regarding the accessibility to equipment and information technology for citizens with disabilities?	x	

B.   *Project Values**

The following table should be populated with summary information from other sections of the PIJ.

Description	Section	Number or Cost
Assessment Cost **(if applicable for Pre-PIJ)**	II. PIJ Type - Pre-PIJ Assessment Cost	$
Total Development Cost	VII. PIJ Financials tab	$120,000
Total Project Cost	VII. PIJ Financials tab	$240,000
FTE Hours	VI. Roles and Responsibilities	240

C.   *Agency Approvals**

Contact	Printed Name	Signature	Email and Phone
Project Manager:	John Sheller		
Acting Agency Information Security Officer:	Darrell Davis		
Acting Agency CIO:	Mike Lettman		
Project Sponsor:	Marie Isaacson		
Interim Agency Director:	Kathy Peckardt		

IX.   Optional Attachments

A.   *Potential Cost Savings*

B.   *White Paper*

C.   *Vendor Quote*

X.   Glossary

XI.   Additional Information

If applicable, any PII will be handled through controls that have been put in place through ADOA's Security, Privacy and Risk (SPR) Team, based on the ADOA Security Policy Manual. These controls are based on NIST (National Institute of Standards and Technology) guidelines. HRD will work with SPR to assure adequate controls are in place.

Links:

ADOA-ASET Website

ADOA-ASET Project Investment Justification Information Templates and Contacts

Email Addresses:

Strategic Oversight

ADOA-ASET_Webmaster@azdoa.gov