



**King County**

**ABT PROGRAM**

Accountable Business Transformation

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# ABT Program Program Success Criteria

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May, 2008

# Revision History

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## 1.0 Introduction

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The purpose of this document is to describe the plan, process, tools and resources that we will utilize during the ABT implementation to ensure we meet the desired ABT Program objectives. The ABT vision is to implement a fully integrated, efficient and effective financial, human resource and budget management system to enhance the county's ability to provide services to its customers. We succeed at meeting this vision—as a whole—through the meticulous completion of its parts: in other words, by achieving the defined success criteria, at the defined measure and at the defined point in time.

This document describes the development of program success criteria, rationale, metrics and process to gather, analyze, measure and track data regarding the identified success criteria through completion. Moreover, this document provides us with a planning baseline, in terms of work, to determine the necessary activities, effort, resource requirements, scheduled check points, and deliverables that are required to accomplish the success criteria.

## 2.0 Program Success Methodology

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The objective of achieving Program Success through the accomplishment of multiple success criteria elements requires the ABT Project Team to:

- Understand success criteria
- Categorize and prioritize success criteria (to help organize, manage and assign the required work)
- Assign ownership of success criteria to a named individual or group, and establish individual commitments to the necessary efforts required for achievement of success criteria
- Establish the necessary parameters, achievements, constraints, and resource requirements to accomplish the work related to accomplishing the success criteria
- Ensure the ABT Implementation Plan includes work activities, milestones, deliverables, resources, time and money to accomplish the necessary work that will result in accomplishing the success criteria
- Monitor and report schedule and cost performance, issues and risks against the project plan
- Take corrective action where necessary

CIBER follows a four-step process for defining project success criteria, as shown in Figure 1. CIBER believes that ABT has done quite a bit of work in steps 1-3. CIBER will assist ABT in reviewing steps 1-3 and will concentrate on step 4 – deriving both the Success Criteria and the measurements of the criteria.

## 2.1 CIBER Process

1. Identify project stakeholders.
2. Define business goals and objectives for both the development organization and its customers.
3. Identify constraints that limit the project manager's options.
4. Derive project success criteria that relate to the business objectives.



**Figure 1: A Four-Step Process for Defining Success Criteria**

### 2.1.1 Step 1. Identify Stakeholders

A project achieves success by delivering value to various stakeholders--people, groups, or organizations that are actively involved in a project, are affected by its outcome, or can influence its outcome. CIBER will assist ABT in reviewing the stakeholder analysis and the Program Success Criteria identified in Appendix A to ensure that all stakeholders have been identified and interviewed. We will look for stakeholders both inside and outside the development organization, in the categories shown in Table 1.

**Table 1: Possible Internal and External Stakeholder Categories**

Internal	External
<ul style="list-style-type: none"> <li>• Project manager</li> <li>• Program manager</li> <li>• Executive sponsor or funding authority</li> <li>• Team members, including developers, testers, analysts, and support staff</li> <li>• County Executives</li> <li>• Communication Teams</li> <li>• HR Users</li> <li>• Finance Users</li> </ul>	<ul style="list-style-type: none"> <li>• Various user classes</li> <li>• Procuring customer</li> <li>• Regulatory bodies</li> <li>• Government agencies</li> <li>• Subcontractors</li> <li>• Retirees</li> <li>• Business partners</li> </ul>

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|---|--|
| <ul style="list-style-type: none"><li>• Legal/Negotiators</li></ul> |  |
|---|--|

## 2.1.2 Step 2. Define Business Goals and Objectives

Business *goals* answer the question, "Why do we want to tackle this project?" CIBER will assist ABT in reviewing in transforming each business goal into specific, attainable, verifiable, and prioritized *objectives* that you can use to assess whether the goal has been achieved. We will use the Critical Success Factors identified in Appendix A as a basis for developing program success criteria to help ensure that all Goals and Objectives are identified.

## 2.1.3 Step 3. Identify Constraints

Constraints define the boundaries and restrictions within which the project manager must operate. A project manager must really make tradeoffs along *five* dimensions: features (or scope), quality, staff, cost, and schedule. Each dimension is either a limiting *constraint* within which you must operate, a *driver* aligned with project success, or a *degree of freedom* that you can adjust within certain bounds. It is wise to classify the factors comprising the five dimensions into these three categories early in your project. Then, for constraints, state the immovable limit. For drivers, define the success goal. For degrees of freedom, identify the allowable range within which the project manager must operate. A.

## 2.1.4 Step 4. Derive Project Success Criteria

ABT can not judge whether the project satisfies all of its business objectives until some time after delivery. However, each business objective should imply technical success criteria that you *can* monitor prior to release. For example, business objectives pertaining to high customer satisfaction or competitive advantage might imply certain performance or reliability results. As development progresses, you can track your approach to these technical targets as an indicator of whether the product is likely to achieve its business objectives. If there is a disconnect between project success criteria and business objectives, then stakeholders might mistakenly think they are on target when they are actually are not.

## 2.2 Process and Tools for Data Gathering, Measuring and Reporting

CIBER will assist ABT develop program success criteria and will use the following processes to measure, track, and report on these criteria:

Success Measures	Data Gathering Tools	Measurements	Tracking/Reporting
Change Management	<ul style="list-style-type: none"> <li>• CM Checkpoints</li> <li>• Surveys</li> </ul>	Will measure through Surveys, Testing, and Meetings the effectiveness of CM activities.	Tracked in PMRx and the Project Plan. Key part of the Balanced Scorecard.
Communications Plan	<ul style="list-style-type: none"> <li>• Communication points – Brown Bags, Formal Communication</li> <li>• Surveys</li> </ul>	Will measure through Surveys and Direct Communication.	Tracked in PMRx and the Project Plan. Key part of the Balanced Scorecard.
Issues Resolution Timing	<ul style="list-style-type: none"> <li>• Issues Management Log</li> <li>• Follow up Communications</li> </ul>	Will measure when an issue is entered, what type of issue it is, and how long it took to resolve.	Tracked in PMRx and the Project Plan. Key part of the Balanced Scorecard.
Decision Timing	<ul style="list-style-type: none"> <li>• Decision Log</li> <li>• Follow up Communications</li> </ul>	Will measure when a decision is escalated and how long it took to resolve.	Tracked in PMRx and the Project Plan. Key part of the Balanced Scorecard.
Knowledge Transfer	<ul style="list-style-type: none"> <li>• Formal Knowledge Transfer Processes</li> <li>• Testing processes throughout</li> </ul>	Will formally measure resources throughout milestones in the project to	Tracked in PMRx and the Project Plan. Key part of the Balanced Scorecard.

	milestones in the project	determine the effectiveness of the transfer.	
Independent Quality Assurance	<ul style="list-style-type: none"> <li>• CIBER CPMM reviews</li> <li>• Follow up Communications</li> </ul>	Pacific Consulting Group offers an independent review of each project at different phases that includes interviews of all key stakeholders	Independent reports are produced with recommendations for changes. These will be tracked in PMRx.
Cost Tracking	<ul style="list-style-type: none"> <li>• Resource tracking against budget and time report</li> <li>• Spend on items outside of the implementation</li> </ul>	Will track all project items – implementation, hardware, software, and soft costs.	Tracked in Project Plan and in Scorecard.
Recruiting Times/Staffing Needs	<ul style="list-style-type: none"> <li>• Staffing Report</li> </ul>	Will measure when a resource is requested and how long it took to onboard that resource or solve the request.	Tracked in a Staffing reports and in the Project Plan.
CBC Measurements	<ul style="list-style-type: none"> <li>• CBC Reports</li> </ul>	Will help measure effectiveness of changes against benchmarks.	Tracked in Project Plan

### 2.2.1 Balanced Scorecard Report

Finally, CIBER is recommending the use of a Balanced Scorecard Report. Within this report we will measure the ABT projects success by gaining agreement on a set of measures that

define success--and then achieving those measures. Here is the overall process used to create the Balance Scorecard Report.

### **2.2.2 Look for a balance**

The potential list of metrics should be placed into categories to make sure they provide a balanced view of the project. For instance, ABT does not want to end up with only a set of financial metrics, even though they might be easiest to obtain. In general, look for metrics that provide information in the areas such as:

- Cost
- Effort
- Duration
- Productivity
- Quality of deliverables
- Client satisfaction with the deliverables produced
- Project team performance
- Business value delivered
- Timings – Recruiting, Decision Processes, Issues Resolution

### **2.2.3 Prioritize the balanced list of metrics**

Depending on the final list of metrics, prioritize the list to include only those that have the least cost to collect and provide the most value to the project. There can certainly be as many metrics collected as make sense for the project, but there may end up being no more than one or two per category. Five to eight total metrics is the recommendation.

### **2.2.4 Set targets**

The raw metric may be of some interest, but the measure of success comes from comparing your actuals against a predefined target. The target provides the context to know if the metric is good, bad, or moving in the right direction. The target may be a single value you are trying to achieve or it may be a range. For instance, you may need to complete your project by a certain fixed date, but your actual cost might need to be +/- 10% of approved budget.

### **2.2.5 Use activities in the workplan**

For each metric that remains, determine the specific activities necessary to collect and analyze the information. These activities are then added to the project workplan.

Once ABT has done these steps at the beginning of the project, the team will understand the criteria that will indicate success. This allows the team to focus on achieving the success criteria during the project.

### **2.2.6 Tracking**

Once ABT has finalized the success criteria and measurement tools, we will track these items through three tools:

1. **Balanced Scorecard Report.** A report will be created that will track all of the Program Success Criteria. Reports documenting items such as recruiting times will be fed into the Scorecard and compared against predefined measurements to help determine if the Success Criteria is effective.
2. **PMRx Site.** The team will set up a calendar within the site specifically for measurement activities that need to occur. This will include communication points, data gathering points, and change management activities. Project artifacts will also be stored under its own menu item.
3. **Project Plan.** The detailed project plan will have milestones for the success criteria and the measurement activities. This will allow the Program Management to filter items that are completed, need to be complete, or are behind schedule.

## APPENDIX A: Critical Success Factors (Updated Roadblocks)

Ref #	Critical success factor	Source of Information	Status	Actions to date	Strategy during Implementation
1	Senior leadership and sponsorship by separately elected officials.	Dye Assessment Report	Adopted Charter Ongoing involvement	<p>The ABT Program Charter adopted by the KCC on Oct. 9, 2006 establishes the ABT Governance Structure including creation of the ABT Leadership Committee consisting of elected officials of King County.</p> <p>The ABT Leadership Committee adopted their charter on Jan. 10, 2007.</p>	<p>The ABT Leadership Committee will meet 6/23/08 to review the Detailed Implementation Plan and Cost/Benefit Study for approval to transmit to the King County Council.</p> <p>The ABT Leadership Committee will receive periodic updates of ABT Program progress and will review major deliverables during the Implementation Phase.</p>
2	Identification of magnitude of business changes at the user department level.	Dye Assessment Report	HLBP and HLBD work sessions completed; Detailed Implementation Plan and HLBD follow-up Work Plan in process to continue the engagement of department staff.	<p>The ABT Program stages consisting of Business Case, High Level Business Plan, High Level Business Design, Detailed Implementation Plan and Migration provide the planning processes needed to properly scope and communicate the magnitude of business process change required.</p> <p>The ABT Program Management Office is staffed with a Communications Manager and Change Management/Training Manager who are responsible for communicating Program status and activities; and to provide an awareness of business process transformation to be effected by ABT.</p> <p>Work Sessions during the HLBP involving county subject matter experts provide direct communications to agencies and departments as to business process change requirements that have been identified as a result of their participation.</p>	<p>The Detailed Implementation Plan (DIP) phase will further refine the scope of the ABT Program implementation and the business changes that will be needed to support the implementation.</p> <p>The Organizational Change Management and Training (OCMT) Manager will conduct a survey of users during the DIP phase to determine the impact to departments and staffs. The results will be an Organization Change Management Plan that will be a part of the Detailed Implementation Plan.</p>

3	King County Project Management Office has experience in ERP system implementations.	Dye Assessment Report	ABT/PMO Office Established	The ABT Program Management Office consists of business and technical staff that have strong project management experience in implementing enterprise-wide systems. Consultants have been engaged on an as needed basis to fill key roles in the planning process. In addition, once business requirements and design are completed, the implementation strategy is to engage a systems integrator through the RFP process that will provide the resources needed to execute the implementation plan.	The ABT Program Management Office is staffed with strong project managers experienced in the successful implementations of ERP systems. Additionally, a systems integrator has been engaged to assist in the development of a detailed implementation plan and resource plan for the ABT Program implementation. A systems integrator will be engaged to implement the plans once the implementation plan is approved and implementation funds are appropriated.
4	The Program Management Office (PMO) has authority necessary to actively direct and manage the program.	Dye Assessment Report	ABT Program Charter approved	The ABT Program Charter specifically provides the ABT Program Manager authority to actively direct and manage the program..	The ABT Program Charter specifically provides the ABT Program Manager authority to actively direct and manage the program..
5	An effective Program Steering Committee	Dye Assessment Report	ABT Management Team established	The ABT Program Charter specific charges the ABT Management Team with ABT implementation. The ABT Management Team consists of the County Administrative Officer, Chief Information Officer, Director of OMB, Assistant County Executive and Deputy Program Sponsor.	The ABT Management Team meets weekly with the ABT Program Manager to oversee and resolve issues impacting ABT Program scope, schedule and budget.
6	Understand and address the magnitude of the organizational impact of the FSRP.	Dye Assessment Report	see # 2 above	see # 2 above	see # 2 above
7	Independent, outside oversight of the ABT Program.	Dye Assessment Report	ABT QA consultant	The ABT Program has engaged a QA consultant to provide and independent oversight. Additionally, the Council has created an Oversight group to oversight capital projects including the ABT Program.	The ABT Program's Quality Assurance consultant continues to provide independent oversight. The ABT Program continues to seek general input and advice from the KC Auditor's Office moving forward.
8	Timely resolution of key program initiatives and policy issues.	Dye Assessment Report	Issue Management Plan, Issue Log	The ABT Governance Structure provides a well defined process for policy issues resolution.	The ABT Governance Structure provides a well defined process for policy issues resolution.

9	A well conceived, structured, comprehensive business change management process reinforced by a visible and active senior management commitment.	Dye Assessment Report	Operations Change Management Committee; Organizational Change Management Plan	An issues and change management plan is established that incorporates the ABT governance structure.	The ABT Governance structure includes an Operations and Change Management Committee consisting of representatives from county agencies and departments. The committee is charged with assisting the ABT Program Manager in addressing and resolving business process change issues as the first level of governance.
10	ABT Program has high visibility in the County.	Dye Assessment Report	ABT Program Established	The ABT Program Charter establishes the county executive as the executive sponsor and the ABT Leadership Committee chaired by the county executive and consisting of separately elected officials, as the senior level group responsible for the review and approval of ABT Program deliverables to be transmitted to the county council for action. The committee is also charged with the responsibilities of program oversight, advocacy and support. To maintain visibility throughout the county, the ABT Program established a communications manager position.	The ABT Program will continue to advise the county executive and leadership committee of ABT Program progress. The executive will be engaged to communicate critical program direction and effort to county staff to emphasize the need for county involvement and support. The ABT Program's communication manager has developed and will continue to maintain multiple communication media for county review including: internet and intranet ABT Program web pages, and an ABT newsletter.
11	Clear and timely communications of key announcements and decisions..	Dye Assessment Report	ABT Program Established Communications Manager hired	The ABT Program HLBP process used workshop sessions involving key agency and department subject matter experts. Session information and ABT Program status are communicated at these sessions. SMEs are requested to communicate session information to their peers and provide the ABT Program with any issues or concerns raised by their departments. General information is also communicated through an Intranet website available to all county employees. An on-line issue reporting form is available on the Intranet site which provides county employees a means to present issues and concerns anonymously..	The ABT Program has established web pages to communicate information in a timely manner: <ul style="list-style-type: none"> <li>- work session information involving Subject Matter Experts are communicated on SharePoint sites that enable SME access.</li> <li>- general information for county employees are communicated via the ABT Program's intranet site</li> <li>- general information to the public are communicated via the ABT Program's internet site</li> </ul> <p>Additionally, an ABT Program newsletter has been developed for distribution in late second quarter 2008.</p> <p>Formal channels of communications involving key decisions include:</p> <ul style="list-style-type: none"> <li>- weekly ABT Management Team meetings</li> <li>- monthly Operations and Change Management Committee meetings</li> <li>- monthly</li> </ul>

12	The Detailed Implementation Plan has a resource loading plan at a detailed level that will be maintained consistently throughout the program.	Dye Assessment Report	ABT Program Established	ABT Program and project work plans include a resource plan which is updated monthly.	A resource loading plan is part of the DIP deliverables and will be maintained on a monthly basis during implementation.
13	The program's issue resolution process is strictly followed	Dye Assessment Report	Issue Management Plan, Issue Log	An Issue Management Plan is in place and will be strictly followed.	An Issue Management Plan is in place and will be strictly followed.
14	Technical knowledge transfer from consultants has taken place to allow the county to assume Operations & Maintenance activities.	Dye Assessment Report	ABT Program Established	Technical knowledge transfer is a contract deliverable for all ABT Program consultants.	Knowledge transfer and training are key components of ABT consulting contracts
15	Initiate and maintain Program momentum and software applications knowledge.	Dye Assessment Report	ABT Program Established	The strategy to extend the planning phase of the ABT Program a year enabling interaction and communications among the ABT Program Team and county staff has provided momentum in terms of user knowledge and optimism. System upgrade projects underway has resulted in improved application knowledge by technical and business project team members.	The Detailed Implementation Plan (DIP) phase will further refine the scope of the ABT Program implementation and the business changes that will be needed to support the implementation.
16	Improved Departmental stakeholder confidence by providing current system functionality as a baseline for the new environment.	Dye Assessment Report		See # 15 and # 26.	This is an objective of the DIP.
17	The County has the ability to adapt to common standardized, best practice business processes.	Dye Assessment Report			ABT is developing a Change Management Plan to enable the county to adapt to changes.
18	The County has the ability to accept change as an on-going process.	Dye Assessment Report			ABT is developing a Change Management Plan to enable the county to adapt to changes.

19	There is clear acceptance of the vision and its alignment with County goals, buy-in from the system owners, and a strong governance structure.	Dye Assessment Report			ABT Program Charter was reviewed and adopted by the King County Council 10/06 which enacted a strong governance structure representing king county stakeholders.
20	Internal and external politics are sufficiently addressed by the ABT governance structure.	Dye Assessment Report			The ABT Management Team is charged with policy decisions needed to address internal and external politics.
21	The program sponsor is committed to change and willing to mandate business process alignment.	Dye Assessment Report			The ABT program sponsor chairs the ABT Management Team and is charged with change management.
22	The County is committed to a single pay cycle.	FSRP Documents			This is mandated by the ABT Program Charter
23	Program costs are adequately funded.	FSRP Documents			The DIP will develop a comprehensive cost proposal for Program costs.
24	Internal Staff are available to support the implementation phase.	FSRP DocumentsQA Report			This has been identified as an issue for program implementation and a mitigation plan is in development.
25	Develop an acceptable Labor Distribution Costing Approach for the County.	FSRP Documents		A key decision made by business subject matter experts during the Business work sessions is to continue with current costing methodology using actual versus standard costs.	A key decision made by business subject matter experts during the Business work sessions is to continue with current costing methodology using actual versus standard costs.
26	Provide current system functionality as a baseline for the new environment.	FSRP Documents		The High Level Business Design stage will better address system functionality as it relates to a migration from legacy systems to the target environment.	See #16 above
27	Provide timely policy direction.	FSRP Documents			see #8 above
28	Stakeholders are engaged in the ABT Program and support program vision and goals.	FSRP Documents			see #19 above
29	County leadership resolves to move forward.	FSRP Documents			see #1 above

30	Separately elected officials and their organizations are working collaboratively.	FSRP Documents			see #1 above
31	ABT goals and objectives are clear and known throughout the county.	Governance			The ABT Program's communication manager has developed and will continue to maintain multiple communication media for county review including: internet and intranet ABT Program web pages, and an ABT newsletter.
32	The county views program costs and staff commitment as affordable and necessary.	Governance			The DIP will develop a comprehensive cost proposal for Program costs.
33	Program benefits are identified.	Governance			A cost benefits study has been initiated as part of the Detailed Implementation Phase to identify overall benefits for the Program.
34	Develop a detailed implementation plan	Governance		The ABT Program will develop a Detailed Implementation Plan as a final stage before implementation.	A Detailed Implementation Plan is being developed.
35	Policy decisions, changes and business decisions are implemented in a timely manner.	Governance			see #8 above
36	ABT governance, vision and stakeholders are engaged.	Governance			The ABT Charter identifies a governance structure that includes all stakeholders.
37	Diversity of governance issues between CX and non-CX organizations are resolved.	Governance			Both CX and non-CX organizations are represented on the Operations and Change Management Committee.
38	Goals for implementing systems are agreed upon. For examples: reduce pay errors, close books faster.	Governance			The ABT High Level Business Plan identify the business processes to be included in the ABT Program implementation.
39	The Detailed Implementation Plan is realistic and identifies activities and resources needed to implement ABT.	Governance			The DIP will identify resource requirements for implementation.

40	A phased approach to implementation effectively addresses increase in the magnitude and complexity of integration when exchanging data between moving systems.	Governance			The DIP implementation schedule will reflect a phased approach.
41	Departments are not negatively impacted by program decisions.	Governance			The Operations and Change Management Committee is charged with this oversight responsibility.
42	Risk of the new system is less than risk of maintaining multiple, poorly integrated systems.	Governance			The ABT Program Charter was adopted in recognition of this need.
43	There is clear acceptance that the status quo cannot continue much longer.	Governance			The ABT Program Charter was adopted in recognition of this need.
44	Technical staff are recruited and maintained to support the new systems.	Governance			This has been identified as an issue for program implementation and a mitigation plan is in development.
45	Staff are properly trained to support new systems.	Governance			The Change Management and Training Manager is developing a training plan to address staff training.
46	Program staffing requirements are met on a timely basis.	QA Report			This has been identified as an issue for program implementation and a mitigation plan is in development.
47	ABT Program scope, schedule and budget are effectively managed.	QA Report			The ABT Program consists of experienced Program and Project managers charged with managing program scope, schedule and budget. An independent Quality Assurance consultant has been engaged to provide an independent view of program management.