DATE: March 10, 2017

TO: Metropolitan King County Councilmembers

FROM: Kymber Waltmunson, King County Auditor

SUBJECT: Follow-up on Accountable Business Transformation (ABT) Program Final Oversight Report

The Executive Branch has made significant progress addressing the seven recommendations made in the final oversight report on the ABT project. Five recommendations are complete. Implementing them resulted in improvements to the project management, system governance, and stabilization of the county's EBS and PeopleSoft systems. It also benefited the county's year-end closing process and performance management system. Two recommendations are in progress, including migrating Sheriff's Office and paramedic personnel to a biweekly pay cycle and standardizing priority pay rules.

Of the seven audit recommendations:

DONE	5	Recommendations have been fully implemented Auditor will no longer monitor
PROGRESS	2	Recommendations are in progress or partially implemented Auditor will continue to monitor
OPEN	0	Recommendations remain unresolved

Please see below for details on the implementation status of these recommendations.

Implementation Status as of March 2017

#	Quick Status	Recommendation	Status Detail
1	DONE	The County Executive should consider the lessons learned from ABT and develop protocols to ensure that these are reviewed and considered by project managers of future major information technology and other countywide endeavors.	The Business Resource Center and King County Information Technology have applied lessons learned from ABT to project management guidelines and procedures. This benefited post-implementation upgrades of the Oracle systems by strengthening vision statements, governance structures, communications planning, budget monitoring, and independent oversight procedures.
2	DONE	The County Executive should establish a new governance entity to fully achieve the ABT vision.	The Executive Branch published a Business Resource Center Governance & Change Management process in February 2012, including establishing a governance structure consisting of "Change Management Boards" (CMB) for PeopleSoft, Oracle EBS, and Hyperion, a "Change Advisory Board" overseeing the CMB's work, and an "Executive Committee" responsible for strategic direction. This new governance process has improved agency involvement.
3	DONE	The County Executive should set reasonable target dates for stabilizing the systems and report progress to the County Council.	The Executive Branch reported its progress stabilizing the system to the County Council in June 2013, including providing target dates for completing the remaining work.
4	PROGRESS	The County Executive, working closely with the Sheriff and Department of Public Health, should develop a plan with reasonable target dates for migrating King County Sheriff's Office and the paramedics to the biweekly pay cycle. The County Executive should report progress to the County Council.	The Office of Labor Relations is working on proposals to migrate Sheriff's Office personnel and paramedics to biweekly pay cycles during negotiations to establish new labor agreements. To complete this recommendation: • Migration to a biweekly pay cycle must be agreed to between the county and the unions. • Adjustments must be made to the pay processes involving the affected employees.

#	Quick Status	Recommendation	Status Detail
			• The County Executive must report to the County Council when the plan for accomplishing biweekly pay migration is approved. The Auditor's Office will follow up on this recommendation in December 2017.
5	PROGRESS	The County Executive should develop a plan with reasonable target dates to standardize priority pay rules. The County Executive should report progress to Council.	The Office of Labor Relations is working on a proposal standardizing priority pay rules during negotiations to establish a new Master Labor Agreement. To complete this recommendation: • Standardization of priority pay rules must be agreed to between the county and the unions. • The County Executive must report to the County Council when the plan for standardizing priority pay rules is approved. The Auditor's Office will follow up on this recommendation in December 2017.
6	DONE	The Business Resource Center and Finance and Business Operations Division should establish a coordinated plan for testing and other preparations for the 2012 year-end closing and subsequent audits.	The Business Resource Center and Finance and Business Operations Division completed a coordinated testing plan and made other preparations resulting in a successful 2012 year-end closing process. The challenges and lessons learned from this process were reported to the County Council in June 2013.
7	DONE	The Business Resource Center should monitor ongoing performance management efforts and plan for integration of a countywide performance management system with the ABT systems in the future.	Ordinance 17834 established a new framework for the county's Performance Management and Accountability System, including agency responsibilities and internal and external reporting requirements. These steps will improve the county's ability to monitor and report on performance goals.

Tom Wood, Management Auditor, conducted this review. I was the project supervisor. Please contact Tom at 206-477-1039 if you have any questions.

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