

2022 - 2024 IT Strategic Plan

Agency: 129 Department of Human Resources Management (DHRM)

Date: 9/24/2022

Current IT State

In this section, describe the high-level strategy the agency will use to manage existing operational IT investments over the next year to 5 years. This section should align with identified Business Requirements for Existing Technology (BReTs). At minimum, please address the following questions in your description of your agency's strategy for managing existing operational IT investments:

Are there existing IT investments that will require additional funding over the next year to 5 years, such as license renewals, re-competition of current IT contracts, or system enhancements required by the Agency Strategic Plan?

If there are systems that will no longer support the agency's business needs, either through poor performance or excessive cost, how does IT leadership in the agency plan to address the issues?

If the agency does not have the staff or funding to meet increasing demand for IT services, how will IT leadership fulfill the requests?

By the start of FY22-FY24 biennium IT operations within DHRM will be undergoing / have just undergone a significant IT transformation as a result of the Cardinal HCM (Human Capital Management) implementation that replaces the following DHRM-maintained, mission-critical, statewide systems:

I) - PMIS [Personnel Management Information System] - §2.2-1201.(3) of the Code of Virginia requires that DHRM "Design and maintain a personnel information system that shall support the operational needs of the Department and of state agencies, and that shall provide for the management information needs of the Governor, his secretaries, and the General Assembly." As of the writing of this section (May 2021) PMIS is the system that DHRM provides that meets this mandate. It is one of the Commonwealth's most critical systems. Even with the implementation of Cardinal, PMIS will remain an important system of record for personnel data. Cardinal will not contain the history (beyond only the most recent record for the employee) of employee's personnel data as this data was not converted into Cardinal. The historical data captured in PMIS must be maintained, must be accessible and must be able to be corrected in the event that direction is given to purge / correct data.

II) - BES [Benefits Eligibility System] - DHRM captures health benefit elections (e.g., health care plan elections and FSA) for state employees, state retirees and employees at certain local entities in the BES system. As with PMIS, even with the implementation of the Cardinal solution BES will remain an important system of record for historical health benefit election data and as such the data will need to be maintained.

III) - TAL [Time, Attendance and Leave] - TAL is a time/leave keeping system DHRM built in FY2013-14. As of this writing (May 2021) TAL is used by sixty-three (63) state agencies and over 20,000 users. As with PMIS, even with the implementation of the Cardinal solution TAL will remain an important system of record for historical timesheet and leave data that must be maintained for 4 years.

The systems listed above are core applications in DHRM's IT portfolio. Though they will not be systems of records for data going forward once Cardinal HCM is implemented, they will be systems of record of historical data and require funding for IT infrastructure and staff (albeit at a level reduced from what is required to support the systems operationally today).

In addition to the above systems DHRM also provides an employee portal (EmployeeDirect) and an HR Professional portal (HuRMan) to HR and Benefit Administrators at state agencies and localities as well as to vendors with whom it has business relationships. Under these portals are applications that provide HR, EEO and other decision making

data as well as a means for agencies, vendors and localities to exchange files securely with DHRM. It is envisioned that these portals will continue to be available after the Cardinal HCM implementation to allow exchange of files, provide access to historical data and deliver new/revamped applications necessitated by gaps in Cardinal capabilities or emerging from other business needs.

DHRM also currently uses an on-premise Microsoft CRM (Customer Relationship Management) solution to track and manage participant health care eligibility inquiries. In accordance with Governor Northam's EO-19 order DHRM intends to move this solution to the cloud.

Another existing system within DHRM's portfolio is its data warehouse that provides HR and EEO data. DHRM currently uses SAS products to meet its data warehouse needs.

DHRM also has procured the services of vendors to provide the following solutions:

1) Commonwealth of Virginia Learning Center (COVLC) – DHRM procured this SaaS solution from Meridian and administers / coordinates the use of it for the more than 250 state agencies, local governments, college and universities that use it to provide workforce training. DHRM has been appropriated

Factors Impacting the Current IT

In this section, the agency will describe the changes in their business environment that will require or mandate changes to the agency's current IT investments. These are requirements and mandates from external sources, such as other agencies or business partners, the agency's customer base, product and service providers, or new federal or state legislation or regulations. The agency must identify the business value of the change, any important deadlines that must be met, and the consequences if the deadlines are not met. In your discussion, be sure to note whether the proposed enhancements are funded or not. If the agency's existing current IT investments will not need enhancement due to requirements or mandates from external sources in the foreseeable future, the agency should enter the following text rather than leave the Factors Impacting the Current IT section blank

For each mandated change, summarize your agency's response from your Agency Strategic Plan, and is it the opinion of agency IT leadership that the IT portion of the response is adequately funded?

Do the mandated changes effect IT in other Commonwealth agencies, or in other states? If so, how?

DHRM has significant factors that are impacting its business environment. Those factors are:

1) REPLACEMENT of DHRM's PMIS, BES and TAL systems by Cardinal HCM – This is a mandated change that will dramatically affect DHRM's IT operations. DHRM is working closely with the Cardinal team to plan for the implementation of Cardinal as well as the impact to DHRM.

2) EXECUTIVE ORDER 19 – This order strongly encourages the use of the cloud for new and existing solutions. DHRM's migration of servers from CESC to the new SAIC data center has largely address the impact to DHRM of EO19.

Proposed IT Solutions

In this section, describe the high-level strategy the agency will use to initiate new IT investments over the next year to 5 years in support of the agency strategic objectives documented in your Agency Strategic Plan. The agency does not need to consider specific technologies at this time, however, the strategy should identify how the IT implementation will provide business value to the organization. This section should align with identified Business Requirements for New Technology (BRnTs). At minimum, please address the following questions in your description of your agency's strategy for initiating new IT investments:

What are the most important solutions, based on the priority assigned to the requirements by the business sponsors in your agency, and what is the approach to achieving these priority solutions?

If any new IT initiatives will be started in the upcoming budget biennium, is it the opinion of agency IT leadership that it is adequately funded?

Does the agency's current IT staff have the appropriate skill set needed to support future agency technologies? If not, what skill sets need to be acquired?

If the agency will be engaged in multiple new IT initiatives, how will agency IT staff and agency subject matter experts be used across the initiatives?

Until the transition to Cardinal occurs DHRM will continue to operate the PMIS, BES and TAL systems. DHRM is reassessing how its current portfolio of applications and associated operations will change as a result of this transition. Once the transition occurs, DHRM must continue to provide access to the historic data of these systems that was not converted into Cardinal. The historical PMIS and BES data will be maintained and made available (options for this are being considered). Though reduced from current levels, funding will still be required to operate and maintain the historical PMIS and BES data.

With regards to this Proposed IT Solutions section, the direction within VITA's Planview system indicates:

****At minimum, please address the following questions in your description of your agency's strategy for initiating new IT investments:**

• What are the most important solutions, based on the priority assigned to the requirements by the business sponsors in your agency, and what is the approach to achieving these priority solutions?"

DHRM's Response: Though perhaps not necessarily "new" initiatives the top four (4) solutions to the business sponsors, in order of highest to lowest

1)Any redesign of existing applications or automation of processes that must change as a result the Cardinal implementation

2)The replacement of the existing recruitment management system (RMS)

3)The upgrading of DHRM's Commonwealth of Virginia Learning Center (COVLC) system – (this and #2 could be considered as having the same priority)

4)Migration of existing CRM implementation to the cloud accompanied by an expansion into a case management system to accommodate office areas beyond the current one it serves

****• If any new IT initiatives will be started in the upcoming budget biennium, is it the opinion of agency IT leadership that it is adequately funded?"***

DHRM Response: The replacement of the current RMS system that DHRM provides to state agencies and institutions of higher education will need additional funding as noted in the Current Operational Investments Section above.

****• Does the agency's current IT staff have the appropriate skill set needed to support future agency technologies? If not, what skill sets need to be acquired?"***

DHRM Response: Current IT staff have the necessary acumen to pick up any needed, new skills.

****• If the agency will be engaged in multiple new IT initiatives, how will agency IT staff and agency subject matter experts be used across the initiatives?"***

DHRM Response: IT staff and agency subject matter experts will coordinate schedules and allocate staff time in a

way that minimizes, where possible, overlap of staff use on multiple initiatives.

IT Strategic Plan Budget Tables

Agency:	129 Department of Human Resources Management (DHRM)			
Date:	9/24/2022			
Current IT Services				
	Costs Year 1		Costs Year 2	
Category	GF	NGF	GF	NGF
Projected Service Fees	\$361,754.00	\$745,505.00	\$372,606.00	\$767,870.00
VITA Infrastructure Changes	\$9,638.00	\$19,861.00		
Estimated VITA Infrastructure	\$371,392.00	\$765,366.00	\$372,606.00	\$767,870.00
Specialized Infrastructure	\$11,028.00	\$23,072.00	\$12,131.00	\$25,379.00
Agency IT Staff	\$843,689.00	\$2,457,847.00	\$843,689.00	\$2,457,847.00
Non-agency IT Staff		\$200,000.00		
Cloud Computing Service	\$139,500.90	\$203,831.67	\$153,450.99	\$224,214.00
Other Application Costs	\$80,112.00	\$51,321.00	\$88,125.00	\$56,454.00
Total:	\$1,445,721.90	\$3,701,437.67	\$1,470,001.99	\$3,531,764.00
Proposed IT Investments				
	Costs Year 1		Costs Year 2	
Category	GF	NGF	GF	NGF
Major IT Projects:	\$1,200,000.00			
Non-Major IT Projects:	\$641,269.00		\$960,282.00	
Agency-Level IT Projects:				
Major Stand Alone IT Procurements:	\$1,102,500.00		\$1,157,625.00	
Non-Major Stand Alone IT Procurements:				
Agency-Level Stand Alone IT Procurements:				
Procurement Adjustment for Staffing:				
Total:	\$2,943,769.00	\$0.00	\$2,117,907.00	\$0.00
Projected Total IT Budget				
	Costs Year 1		Costs Year 2	
Category	GF	NGF	GF	NGF
Current IT Services:	\$1,445,721.90	\$3,701,437.67	\$1,470,001.99	\$3,531,764.00
Proposed IT Investments:	\$2,943,769.00	\$0.00	\$2,117,907.00	\$0.00
Total:	\$4,389,490.90	\$3,701,437.67	\$3,587,908.99	\$3,531,764.00

Business Requirements For Technology

Agency:	129 Department of Human Resources Management
Date:	9/24/2022
COVLC (a.k.a LMS) - Update w/ FY22 monies	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/19/2021
Mandate:	Yes
Mission Critical:	Yes
Description:	
DHRM needs to update its existing LMS (Learning Management Solution). The existing solution has a number of deficiencies that must be addressed as these deficiencies are causing operational problems.	
DHRM Servers - Migrate from Win2012 to newer OS	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	5/26/2021
Mandate:	
Mission Critical:	Yes
Description:	
DHRM servers running Windows 2012 need to be migrated to newer OS version before Windows 2012 becomes end of life	
PeopleAdmin RMS - Replace this existing solution	
BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/19/2021
Mandate:	Yes
Mission Critical:	Yes
Description:	

VITA has a contract with PeopleAdmin for an offering that provides a recruitment management system (RMS) that 1) state agencies can use to post jobs and manage the recruitment process and that 2) applicants can use to apply for state jobs. DHRM uses the PeopleAdmin solution today to provide an RMS offering to a large number of state agencies. DHRM needs to continue using the PeopleAdmin solution and needs VITA's assistance to enable that continuation before the existing contract with PeopleAdmin expires. DHRM and the agencies that use DHRM's RMS offering need an automated means to advertise for and manage recruitment efforts for vacant positions. The absence of an offering will stop agencies' ability to conduct recruitments and fulfill the mission of the Commonwealth. Additionally, the absence of an offering would cause DHRM to fall out of compliance with Governor's Executive Order 74/01 (requiring agencies, colleges and universities to post all vacant classified positions, which they intend to fill, into a centralized recruitment system).

PMIS/BES/TAL - Maintain historic systems of record

BRT Type:	Business Requirement for Existing Technology
Date Submitted:	3/19/2021
Mandate:	Yes
Mission Critical:	Yes

Description:
 The Cardinal HCM is replacing the following DHRM-maintained, mission-critical, statewide systems in the October 2021 to April 2022 timeframe: (1) PMIS; (2) BES; (3) TAL. The data from these systems must continue to be available for inquiry and research purposes as the Cardinal system will not have the historical data stored in these systems. It may be that DHRM continues to operate these systems but in a read-only mode (with limited update for a small set of users).

IT Strategic Plan Projects

Agency:	129 Department of Human Resources Management (DHRM)		
Date:	9/24/2022		
Learning Management System (LMS) Update			
Category 4		Project Initiation Approval	
This project will transition from the current Learning Management System to an updated SaaS based system.			
Project Start Date	7/1/2021	Project End Date	7/1/2022
Estimated Costs:	Total	General Fund	Non-General Fund
Project Cost	\$582,816.20	\$2,540,204.00	
Estimated first year of biennium:	\$0.00	\$0.00	\$0.00
Estimated second year of biennium:	\$938,653.00	\$938,653.00	\$0.00

Project Related Procurements

LMS Upgrade - Procurement

Recruitment Management Sys. (RMS) Replacement			
Category 2		Project Initiation Approval	
The RMS (Recruit Management System) Replacement Project will replace the current recruitment solution (PeopleAdmin) used by state agencies with a newer SaaS-based solution (provided by PageUp). DHRM will manage this project and oversee / operate the resulting replacement system.			
Project Start Date	10/1/2021	Project End Date	
Estimated Costs:	Total	General Fund	Non-General Fund

Project Cost	\$996,685.00	\$3,100,000.00	
Estimated first year of biennium:	\$450,000.00	\$450,000.00	\$0.00
Estimated second year of biennium:	\$1,000,000.00	\$1,000,000.00	\$0.00

Project Related Procurements

There are no procurements for this project

IT Strategic Plan Procurements

Agency:	129 Department of Human Resources Management (DHRM)
Date:	9/24/2022
Stand Alone Procurements:	
Procurement Name:	DHRM PBA - LMS Replacement Procurement
Procurement Date	8/1/2020
Procurement Description:	DHRM needs to procure (via competitive RFP procurement process) a modern and effective, Software as a Service (SaaS) Learning Management System to support the business operations and training needs of state and local government customers.