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Section 2 Project Vision

The vision of the State of Alaska’s Statewide Administrative Systems Replacement Project, supported by business process owners, provides Alaska with a structure for managing the administrative processes of the state through modern systems that can be continually updated to meet business and technology improvements.

Critical to the success of the Statewide Administrative Systems Replacement Project is the development of a clear, comprehensive and – above all – shared vision of project outcomes. The purpose of the vision is to enable the leaders of the project to successfully guide the effort of many individuals, deal effectively with issues, and achieve the goals and objectives set out by the state for the project.

The vision establishes a mutually understood model of ideas, drivers, desires, assumptions, and demands for executive and legislative leadership, project sponsorship, and the project team to support throughout the project. Between December 2002 and February 2003, state leaders and business process owners defined a State of Alaska vision through a series of visioning workshops.

2.1. Statewide Administrative Systems Replacement Project Mission Statement

When talking about the outcomes of the Statewide Administrative Systems Replacement Project, business process owners raised a common theme throughout discussions,

“Better decision making by the State of Alaska.”

As the state faces unprecedented fiscal challenges, Alaska must be in a position to review more in-depth information for fiscal planning, and for executing and monitoring strategies. To meet this challenge, a far-reaching mission statement was created to guide the project team as Alaska embarks on a project that will result in forming new administrative service offerings:

The mission of the Statewide Administrative Systems Replacement Project is to bring 21st century systems technology to the business of state government, thereby enabling better decisions about how to use state resources and provide effective services to the people of Alaska. It is to implement an efficient and cost effective solution to serve all stakeholders,

while standardizing key functions and integrating and streamlining the financial management functions of the state.

Components of the solution will be: improved business processes; reduction in redundant systems, data entry, storage and processing; improvements in financial controls; and enhancement in the value and availability of information provided to the state agencies, the governor, the legislature and entities doing business with the State of Alaska.

2.2. Goals and Objectives

The overall goal for the Statewide Administrative Systems Replacement Project is to provide a solution(s) that enables the state to make continuous improvement to business “systems” through advancements in services, processes, and technology offerings. “Systems” in this case extend beyond software applications running on hardware platforms. Processes, practices, procedures, relationships, skills, and attitudes work together to make up business “systems.”

There are seven major goals for the project:

- **Efficiency and effectiveness** emphasizes capturing transactions in real-time and elimination of duplicative entry. Managers use real-time operational reporting and queries to manage business processes, while work moves through the system supported by business rules that drive workflow processes. The systems are supported by a centralized administrative function that establishes policy and assists agencies to ensure state business processes are consistently followed, maintaining a high level of accountability.
- **State employees service empowerment** expands worker knowledge in understanding how departments interact and processes work through the development of an integrated service organization trained to solve problems and equipped with tools to respond to requests.
- **Quality, consistency, and accessibility of information available to state managers** supports better decisions through real-time distribution of information and consistent application of state accounting code structures.
- **Eliminate redundant data and systems** by implementing integrated system solutions that reduce reliance on batch synchronization requiring additional reconciliations.
- **Automation for areas where there is little or no automation**, including employee self-service features, online procurement activities, time and attendance, and vendor registration.

- **Modern technologies that can migrate to the technologies of tomorrow**, providing for open standards-based technical platforms, relational database systems, standard reporting capability, tight security and authentication technology, and integration of business processes.
- **Smooth transition to new system through effective change management practices**, merging best practices, contractual and statutory requirements, and capabilities and approaches built into proven implementation strategies, supported by sustained project team commitment.

To achieve these objectives, the project team will rely on a number of critical factors to sustain project commitment spanning multiple years. These success factors are:

- **Communications** - Communicate effectively and consistently with management, legislators, other elected officials, working groups, and stakeholders.
- **Improvement** – Constantly assess and evaluate project activities, looking for ways to leverage opportunities without sacrificing quality.
- **Commitment** – Encourage and promote stakeholder engagement in the project.
- **Education** – Deliver information that offers people an opportunity to understand issues, arguments, and decision directions.
- **Embrace Change** – Understand change is difficult, requires reinforcement that “Change is OK,” and provides state employees an opportunity to grow and become part of a new way of providing administrative services.