Technology Services Board Subcommittee – Project Synopsis

May 13, 2021

Office of Financial Management
One Washington

OCIO
Assessment

QA
Assessment

Project overview

Systems modernization of the state's core administrative business functions to include business process transformation and data standardization.

For TSB subcommittee discussion

Provide current information of the status of the One Washington project.

Issue statement

Since 2014, the One Washington business transformation program has sought to understand the impact technical limitations have on enterprise administrative business functions and then determine the best solution. The business problems the program address include:

- Risks associated with continued reliance on the state's outdated software technologies that cannot meet today's financial and other administrative needs, cannot be modified without risk, and do not have existing or long-term support by software manufacturers.
- Lack of access to real-time financial data needed for critical analysis and decision-making, in part due to disparate and disconnected agency-specific software applications.
- Lack of a common purchasing and procurement platform that inhibits the ability of the state to maximize its purchasing power and bring automation efficiencies to manual processes.
- Lack of capabilities to adapt to the changing needs of today's financial and operating environment.
- Inefficiencies created by financial and administrative business processes that are inconsistent and non-standardized across agencies, tailored around antiquated and/or manual systems.

Management strategy and readiness plan

The One Washington team has worked diligently to deliver high value to the state by focusing on the greatest risks to our systems, and positioning both the program and the state to transition through the implementation phase of the project. Implementation for phase 1a: core financials, launched January 2021 with the onboarding of the system integrator partner, Deloitte. Project activities since have transitioned from the plan stage into the architect stage. The architect stage is tentatively set to end in June 2021. At that point, the project will transition into the configuration & prototype stage of the project.

On behalf of the state of Washington, the program strives to maximize the dollars received from the Legislature and taxpayers to deliver the project as efficiently and effectively as possible. One Washington has implemented a holistic organizational change management approach, supporting agency readiness in the areas of people, business processes,

and technology. Consistent and clear project management processes are used to mitigate risks and promptly resolve issues.

Project budget and timeline

One Washington is projected to remain within budget this biennium, but it continues to closely manage its budget and refine project cost estimates. The program has started to develop the fiscal year 2022 supplemental budget request. Currently, the project has obtained phase 1a, gate 5 technology budget and investment plan approval and is awaiting official gate 5 certification.

Budget (2021-23 One Washington budget request stats as of April 22, 2021)	Governor	House	Senate
Phase 1a – AFRS / Core Financials	$50.7M	$50.7M	$50.7M
Phase 1b – Extended Financials	$44.6M	$44.6M	$4.6M
Total	$95.3M	$95.3M	$55.3M

* Both the agency OCM pool and the One Washington technology pool were funded in all three proposed budgets.

Upcoming Key Project Milestones	Planned Date
In collaboration with its system integrator partner, Deloitte, the program expects to complete the following deliverables: – Configuration Workbook that will address configuration and business process definitions. – Configuration Security Framework that documents the security groups developed for the implementation. – Requirements Traceability Matrix, in which requirements will be traced to user stories and be used for design and testing scenarios. – User Personas and Moments that Matter will be used to customize and prioritize user groups. – Gap Definition Document contains identified gaps that arose in the initial design workshops. – Integration Control Inventory used to track integration development status during implementation. – Reporting Strategy and Approach used for report development. – Report Inventory identifying the custom reports that need to be developed for Workday. – Knowledge Transfer Plans provides overall direction to transfer knowledge from Deloitte Workday experts to State counterparts, to ensure a smooth transition to in-house support on go-live. – Conversion Extracts will provide the data to be converted as the output from the conversion Mapping and Functional Crosswalks. – Legacy System Inventory will provide an updated and validated list of legacy systems. – Legacy System Remediation Agreements will provide information and instruction for agencies with systems impacted by the phase 1a implementation and require remediation. – Policy Strategy and Plan will define the process for identifying RCW/WAC, policy changes, and collective bargaining changes associated with the implementation of phase 1a. – Compare results of Readiness Assessment #2 with the original Readiness Assessment to provide agencies with an update on their progress. – Sustainment Lab workshop to define and align sustainment plans and the future state operating model with how OFM will support end users or clients post go-live.	May 2021

Upcoming Key Project Milestones	Planned Date
– Business Process Analysis that will identify the Workday Business Processes delivered and note any identified gaps. – Business Process Maps used to initiate the design sessions and identify the business process flows within Workday. – User Stories that will define the experience and system functionalities. – Fit/Gap Analysis is documentation of Workday Procurement and Scout Enterprise functionality that will fit the state's requirements and identify gaps. – Solution Architecture will document all high-level components and systems and the connectivity. – Mobile Usage Deployment Requirements documents the configuration, security, and deployment of the Workday mobile application. – Testing Strategy will describe the elements of testing and the deliverables required to support testing. – Deployment Plan that will include high level deployment activities along with a timeline and scope. – Training Needs Assessment will identify which users need to be trained and the topics. – Change Impact Assessment from the OCM team will summarize business process changes from Business Process Analysis and provide input for the policy and collective bargaining impacts. – Review OCIO schedule for tech budget and investment plans for gate 6. – Continue developing the One Washington 2022 supplemental budget request. – Agencies can begin to submit applications for Tech Pool funds.	June 2021
– Kick off Configuration and Prototype Stage, in which the team will iterate on Workday configuration options and present to stakeholders for confirmation – Integration Designs document details the requirements for individual integrations from the Integration Approach. – End-User Training Strategy outlines the development and delivery of end user training and how the program will educate each stakeholder group. – Conduct Customer Confirmation Sessions #1 to review the first configuration set. – Begin defining Security Role Mapping that matches State roles with the correct permissions. – Collaborate on preparing Integration Schedule, SAW-Integration, ADFS-Integration, and End-to-End Tenants. – Begin developing and unit testing of Legacy System Remediations. – Develop Integration Knowledge Transfer Documents. – Design build and unit Test Reports in multiple waves. – Begin drafting End-User Training Plan and Curriculum. – Finalize the End-to-End Testing Approach, which begins January 2022. – Begin drafting the End-to-End Testing Plan and the User Experience Review Approach. – Recruit and onboard new program staff from gate 5 and 6 phase 1. – Tech Pool committee begins to review applications for funds. – Continue updating Change Impact Assessment based on revisions to design and configuration. – Begin OCM Funding Pool Management Report to track administration of funds. – Begin Agency Training Plan to instruct agencies on how to create, maintain, and track training on business processes, technologies, and policy changes that are unique to their agency.	July 2021

Key Events to Date	Date
Budget - Established the Technology Pool Committee to manage, if funded, the 2021-23 One Washington Technology Pool and any future funding. - Continue to develop the process for managing, if funded, the One Washington Technology Pool. - Started developing the One Washington 2022 supplemental budget request. **System Acquisition** - Plante Moran delivered their final report to conclude their second contracted SOW. **Program** - One Washington officially kicked off the implementation phase of the project and participated in the simulation and leadership alignment labs for the project. - Established Project Management Center (PMC) to capture change orders, risks, actions, decisions, and issues reporting for the project. - Finalized the Project Management Playbook that defines important project management processes. - Updated the One Washington Project Charter. - Baselined the Master Project Plan (MPP). This will assist in tracking variance in the work plan. - Established a Deliverables Log to track the deliverables of the project by stages. - Implemented a new status reporting template for the weekly workstreams and the monthly program report. - Developed Guiding Principles to model the culture and governance of the project and used to help team members execute decisions. **Organizational Change Management** - Continue to build program support through high impact agency engagement, Agency Support Team network, and advisory committee's activities. - Support program and agency readiness by initiating Agency Readiness Checklists to engage with agencies through meetings, Q&A, and outreach. - Completed and submitted the first draft of the Readiness Assessment #2. **Functional** - Completed Discovery and Design sessions that reviewed the configuration requirements and the business process requirements for each functional area. - Conducted Foundation Data Model (FDM) blueprint sessions to draft financial and management reporting structure for the state and how to transition to Workday FDM. - Conducted Configuration Workbooks workshops that will address configuration and business process definitions. - Kicked off Business Process Analysis workshops to identify the Workday business processes to be delivered. **Technical, Integrations, and Conversion** - Kicked off Technical Advisory Committee, Privacy Sub-Committee, and Technology Pool Committee. - Began collaborative session with the University of Washington. - Finalized the Tenant Management Plan that describes the Workday implementation and production tenants and their use for the project. - Completed the Integration Approach that outlines the approach for delivering integrations for the implementation. - Drafted Integration Control Inventory to track integration development status. - Finalized the Data Conversion Strategy and plan that identifies the approach to deliver required data loads and extracts into Workday.	February – April 2021

Key Events to Date	Date
Budget - Developed initial draft of the program cost management plan. - Collaborated with OCIO to achieve phase 1a tech budget gate 5 certification. - Received approval from OFM Budget and the OCIO on technology budgets and investment plans for phases 1a, 1b, 2, and 3. - Obtained approval to commence gate 5. - Obtained approval for phase 1a gate 4 funds to be released. - Engaged with legislative staff to discuss funding options for the One Washington decision package. - Initiated the development of an accountability process for the One Washington technology pool. **System Acquisition** - Completed contract negotiations and executed the contract with the system integrator, Deloitte, for phase 1a implementation. **Program** - Initiated the creation of a dedicated One Washington website. - Conducted SI SOW 1a reviews with program staff and agency partners to level-set on roles and responsibilities heading into implementation. - Completed readiness material library for SI partner and newly onboarded project staff. - Established a One Washington branding guide. - Completed Workday on-demand training. - Developed decision-making criteria for business transformation board. - Surveyed agency POCs to better understand how grants are managed within the state. - Completed recruitment and onboarding efforts for PMO staff, core finance leads and SMEs. - Onboarded contracted resources to support the PMO while the One Washington PMO manager is on maternity leave. - Conducted meetings with 50 of 75 identified agency partners related to SWA AFRS index code findings and necessary clean-up efforts. - Prepared a master list of agencies for Workday functionality by business function. - Completed an impacted collective bargaining agreement tracking spreadsheet. **Organizational Change Management** - Completed the OCM capability plan and funding pool plan. - Hosted Agency Support Team network kickoff meeting. - Concluded 35 agency deep dive engagement meetings. - Distributed Readiness Assessment #2 to agencies. - Received responses from 49 agencies with their sponsor selection and responses from 54 agencies selecting their AST lead. - Finalized the One Washington animated video on OCM principles and how agencies can support OCM activities. **Technical and Integrations** - Completed the charter for Reporting and Analytics Subcommittee. - Conducted Agency Connectivity Requirements survey. - Distributed secondary Reporting and Analytics surveys. - Conducted legacy system conversion and migration workshops. - Completed agency data analysis report addendum. - Architected Workday security with state's identity and access management. - Established the Workday environment and services with OFM. - Architected the OFM cloud highway solution for Workday data exchange. - Identified agency data conversion requirements.	November 2020 – January 2021

Key Events to Date	Date
Budget - OFM published the 2021-23 biennial budget instructions and template for agencies. - Hosted the 2021-23 biennial budget development kick-off. - Conducted "how-to" webinars and workshops for agencies to complete the budget request template. - Developed and submitted a comprehensive One Washington decision package. **System Acquisition** - Selected Workday as the state's ERP SaaS system. - Executed a master service agreement with Workday. - Released system integrator request for proposals. - Conducted system integrator demonstrations. - Selected the apparent successful bidder for the system integrator (Deloitte) and commenced contract negotiations. **Program** - Baselined the integrated master project schedule through the balance of 2020. - On-boarded new staff and vendor partners in preparation for implementation. - Completed the current-to-future state business process gap analysis. - Completed the business process map and drafted a chart of accounts model for work with the system integrator. - Established collaborative working relationships with DES, WSDOT, WaTech and OCIO. - Scheduled collective bargaining agreement training for the internal project team to better understand impacts to the state's resources. **Organizational Change Management** - Completed stakeholder engagement and comprehensive OCM plans. - Executed and commenced statement of work two for eight additional deliverables. - Conducted round two of agency readiness engagements. - Conducted agency deep dive meetings. - Finalized the OCM funding pool plan. - Began implementation of the Agency Support Team plan. - Conducted Agency Support Team townhall with agency leaders. **Technical and Integrations** - Obtained approval on the integration readiness project plan. - Validated 42 of 44 individual agency reports based on the inventory data analysis. - Finalized phase 2 of the solution architecture and security documentation. - Hosted the state's first *Tech Talk Live!* in October 2020. - Completed the current to future state business process mapping diagrams. - Established a reporting and analytics subcommittee. - Documented security controls and compliance. - Completed the phase 2 OCS security design review. - Received approval on the ADA accessibility exception. - Received a waiver for IPv6 compliance. - Identified agencies for conversion activities based on the system inventories and interfaces data collection period. - Commenced activities for active directory and access identity to support the use of Workday.	June - October 2020
Budget - Received $20.07 million in the compromise budget for fiscal year 2020.	January - May 2020

Key Events to Date	Date
- Commenced 2021-23 biennial budget preparations (instructions and template drafted and reviewed). - Established budget advisory committee and conducted kickoff. **System Acquisition** - Documentation received from software vendors on January 10, 2020. - Software vendor demonstrations completed. - State selected system vendor and entered into contract discussions. **Program** - Baselined the program's master schedule activities through June 2020. - Completed suite of program management plans. - On-boarded a Special Assistant Attorney General to assist with software and system integrator contract negotiations. - Revised initial project scope based on compromise budget. - o Phase 1a: Core Financials (AFRS replacement) - o Phase 1b: Expanded Financials and Procurement - o Overall project scope and schedule not impacted - Received approval of the program and technical RACI chart. - Established a readiness checklist of important documentation to provide to the system integrator. **Organizational Change Management** - Deliverables completed: - o Baseline readiness assessment and individual agency scorecards - o Quality metrics provided to the state - o Comprehensive OCM program and framework - o Baseline readiness assessment results - o Continuous improvement model - Completed first round of engagements with agency leadership to discuss individual agency readiness for implementation **Technical and Integrations** - Completed data collection of agency system inventories, interfaces, and data elements. - Conducted analysis of agency inventories and developed a summary report. - Completed first two drafts of the solution architecture and security documentation. - Finalized and received approval on: - o Integration Strategy - o Data Conversion Strategy - o Data Management Strategy - o Business Intelligence Strategy - o Data Governance Plan	

*Since January 2020