Technology Services Board

Quarterly Meeting
September 13, 2022
9:00 a.m. – 11:00 a.m.
### Current TSB Members

<table>
<thead>
<tr>
<th>Industry Members</th>
<th>Legislative Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tanya Kumar – T-Mobile</td>
<td>Sen. Joe Nguyen – Senate D</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Executive Branch (Agency Directors)</th>
<th>Other Government</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bill Kehoe – State CIO &amp; Chair</td>
<td>Viggo Forde – Snohomish County</td>
</tr>
<tr>
<td>David Danner – UTC</td>
<td></td>
</tr>
<tr>
<td>Tracy Guerin – DRS</td>
<td></td>
</tr>
</tbody>
</table>

**Vacancies:**
- Agency Director
- Senate Representative
- Labor Union Representative

**Members present**
- 
**Members absent**
-
<table>
<thead>
<tr>
<th>TOPIC</th>
<th>LEAD</th>
<th>PURPOSE</th>
<th>TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome and Agenda Review</td>
<td>Bill Kehoe</td>
<td>Introductory remarks</td>
<td>9:00</td>
</tr>
<tr>
<td>Review and Approve Minutes from June 14 Meeting</td>
<td>Bill Kehoe</td>
<td>Approval of minutes</td>
<td>9:05</td>
</tr>
<tr>
<td>Decision Package Scoring Criteria Weighting Exercise</td>
<td>Cammy Webster</td>
<td>Interactive exercise with Board members</td>
<td>9:15</td>
</tr>
<tr>
<td>• Decision Package Prioritization Process</td>
<td>Stephanie Roe</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Criteria Weighting Exercise using Decision Lens</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program Update: One Washington Legacy System Remediation</td>
<td>Amy Pearson</td>
<td>Program status</td>
<td>9:45</td>
</tr>
<tr>
<td></td>
<td>Manoj Verma</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Status: Dept. of Labor &amp; Industries</td>
<td>Amy Pearson</td>
<td>Project status and Board feedback</td>
<td>10:00</td>
</tr>
<tr>
<td>Workers’ Compensation System Modernization (WCSM)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Elizabeth Smith, WCSM Executive Sponsor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Christy Campbell, WCSM Program Director</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Karen Peterson, WCSM Project Director</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Sherri Young, Business Transformation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sharing IT Project Best Practices and Lessons Learned: Risk Management and Mitigation</td>
<td>Stacy Steck</td>
<td>Discussion and Board feedback</td>
<td>10:30</td>
</tr>
<tr>
<td>Public Comment</td>
<td></td>
<td></td>
<td>10:55</td>
</tr>
</tbody>
</table>
Approve 6/14/22 Meeting Minutes
Decision Package Scoring Criteria Weighting Exercise
Decision Package Prioritization Process

**Establish Criteria**
- April

**Weight Criteria**
- June - September

**Gather and Score Decision Packages**
- September - October

**Publish Ranked List**
- Initial - October
- Final - December

Stakeholder Groups
- TMC
- BMC
- TSB

Authorized by RCW 43.88.092 and 43.105.240
Questions We Want To Answer

Is the agency poised for success?

Is this the right technology?

What business outcome does this enable?
23-25 Biennium Criteria

Poised for Success

Agency Readiness
- Due diligence
- Governance and management
- Planning and readiness

Right Technology

Technical Alignment
- Strategic/technical alignment
- Reuse and interoperability

Business Outcomes

Business Alignment
- Business driven technology
- Measurable business outcomes
One Washington Legacy System Remediation

Technology Services Board Quarterly Meeting
September 13, 2022
Agency Financial Reporting System (AFRS) sends and receives data from hundreds of systems managed by various agencies. When AFRS is replaced by Workday, system modifications will be necessary, so agency computer system/applications are compatible.

Due to the magnitude and complexity of the systems, a dedicated workstream to manage the system remediations was established in Fall 2021.

### For consistency across a wide nest of disparate systems across the Enterprise, a “Remediations and Rationalization Framework” was developed. The framework was approved by the Executive Director for Technology Transformation.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>For consistency across a wide nest of disparate systems across the Enterprise, a “Remediations and Rationalization Framework” was developed. The framework was approved by the Executive Director for Technology Transformation.</td>
<td>Four agencies volunteered to pilot: • WSDOT • DFW • HCA • WaTech</td>
<td>Lessons learned from the pilot phase were used to update the framework approach.</td>
<td>Executed “Pass-1” of the improved and streamlined remediation framework process with remaining agencies.</td>
</tr>
</tbody>
</table>
# SUMMARY OF VALIDATED SYSTEM INVENTORY (PASS #1)

<table>
<thead>
<tr>
<th>Agencies</th>
<th>Systems Reviewed</th>
<th>Final Count of Rationalized Systems</th>
<th>Systems Consolidated</th>
<th>Systems Removed</th>
<th>Systems Added</th>
<th>Integration Methodologies</th>
</tr>
</thead>
<tbody>
<tr>
<td>41</td>
<td>330</td>
<td>253</td>
<td>Modules of same system listed separately. Agency creating internal intermediate transformation layer.</td>
<td>No accounting values used in system. Databases that will retain legacy data and no changes are required (not retired).</td>
<td>Subsidiary systems identified that receive or send data to primary systems. New databases using FDM values to replace existing database that will be retained for legacy data. These databases compile data from Workday and other multiple sources.</td>
<td>This information was not captured as part of Pass 1. Maintain could be crosswalk or use FDM. Modernize could use crosswalk if remediation not completed by go live date. Integrations for each system are being tracked by the integrations team.</td>
</tr>
</tbody>
</table>

### Rationalized Disposition

<table>
<thead>
<tr>
<th>Pass 1 Group</th>
<th>Maintain</th>
<th>Modernize</th>
<th>Retire</th>
<th>TBD</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pilot</td>
<td>10</td>
<td>5</td>
<td>2</td>
<td></td>
<td>17</td>
</tr>
<tr>
<td>Group 1</td>
<td>9</td>
<td>16</td>
<td>3</td>
<td>4</td>
<td>32</td>
</tr>
<tr>
<td>Group 2</td>
<td>22</td>
<td>17</td>
<td>13</td>
<td>7</td>
<td>59</td>
</tr>
<tr>
<td>Group 3</td>
<td>19</td>
<td>28</td>
<td>1</td>
<td></td>
<td>48</td>
</tr>
<tr>
<td>Group 4</td>
<td>10</td>
<td>13</td>
<td></td>
<td></td>
<td>23</td>
</tr>
<tr>
<td>Group 5</td>
<td>22</td>
<td>12</td>
<td>4</td>
<td>1</td>
<td>39</td>
</tr>
<tr>
<td>Group 6</td>
<td>6</td>
<td>22</td>
<td></td>
<td></td>
<td>28</td>
</tr>
<tr>
<td>Group 7</td>
<td>1</td>
<td>3</td>
<td></td>
<td></td>
<td>4</td>
</tr>
<tr>
<td>Group 8</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td>3</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>99</strong></td>
<td><strong>119</strong></td>
<td><strong>22</strong></td>
<td><strong>13</strong></td>
<td><strong>253</strong></td>
</tr>
</tbody>
</table>

### Agency Systems Count

<table>
<thead>
<tr>
<th>Agency Systems</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Original Systems</td>
<td>264</td>
</tr>
<tr>
<td>Systems Added</td>
<td>66</td>
</tr>
<tr>
<td>Systems Removed</td>
<td>(44)</td>
</tr>
<tr>
<td>Systems Consolidated</td>
<td>(33)</td>
</tr>
<tr>
<td>Total (after completion of Pass 1)</td>
<td>253</td>
</tr>
</tbody>
</table>

Data updated 08.18.2022
After program shares the transformed business processes configured into Workday and provides the following artifacts:

1. Future ‘to-be’ processes and how those are configured into Workday
2. Financial Data Model (FDM)
3. Tech. specifications ITI/OTI, API, EIB

30 agencies have submitted project plans, accounting for 196 inventoried systems.

172 of 196 received baseline schedules have been consolidated.

**12+ months**
- **26 Systems** (15% of the consolidated plans)
- **9 Agencies**
  - DOR
  - UW
  - OFM
  - DSHS
  - ECY
  - DNR
  - DFW
  - AGR
  - TESC

**9-12 months**
- **46 Systems** (27% of the consolidated plans)
- **6 Agencies**
  - HCA
  - DSB
  - DOH
  - SPI
  - LOT
  - DES

**6-9 months**
- **17 Systems** (10% of the consolidated plans)
- **6 Agencies**
  - UTC
  - DOL
  - SAC
  - COM
  - DRS
  - JLS

**3-6 months**
- **41 Systems** (24% of the consolidated plans)
- **3 Agencies**
  - WaTech
  - SEC
  - WSU

**Up to 3 months**
- **42 Systems** (24% of the consolidated plans)
- **4 Agencies**
  - RCFB
  - CTCS
  - ATG
  - WSDOT

*Agencies with multiple systems are shown in the category of their LONGEST system duration*

Data updated 08.26.2022
SUMMARY OF AGENCY ASSUMPTIONS

- Received 293 assumptions from the agencies in support of their baseline remediation schedule
- The program is actively reviewing and responding to all agency assumptions, with 78 remaining responses. To ensure consistency, the system remediation team is collaborating with the change management and communications.
- OCM and Communications reviewing to ensure consistency across responses and there is “one voice” to the responses.

Total Assumptions By Category

- Design
- Development
- Implementation
- Other
- Schedule
- Testing
- Resources/Funding
- Remediation
- Pending

Data updated 08.26.2022
Washington State Department of Labor & Industries

Workers’ Compensation System Modernization Project (WCSM)

Technology Services Board Quarterly Meeting
September 13, 2022
What is WCSM?

- The project aims to replace L&I’s nearly 40-year-old workers’ comp computer systems with a modern technical solution(s). This will help streamline and automate business processes, which will lead to more efficiencies and even better return-to-work outcomes for injured workers.

- We hope to:
  - Simplify the workers’ compensation technology architecture.
  - Replace manual and paperwork processes with electronic features.
  - Expand and improve self-service features for customers who expect on-demand services.
  - Free up staff to directly serve the needs of injured workers and employers.
  - Improve return-to-work outcomes and reduce costly long-term disability.
WCSM Background

WCSM officially kicks-off
- Organized six project teams.
- Hired systems integrator and QA vendors.
- Added change management expertise.
- Developed procurement strategy for a commercial off-the-shelf product and implementer.

Making our case
- Years of planning and research result in developing and submitting the robust 150-page WCSM Business Case to the state Legislature.

2018

Project work in full-gear
- Systems-integration work starting to ramp up.
- Pandemic hits, project pauses; L&I hires outside firm to conduct independent review.

2020

Results and reaction
- WCSM project team uses results of independent review to restructure governance, and re-scope and re-strategize.

2021

Independent look at WCSM
- L&I completes the independent review and results produce 13 recommendations.

2022
### Environmental Landscape Assessment (ELA)
- Assess the conditions, drivers and circumstances that have influence over the WCSM replacement program.
- Evaluate changes to environmental conditions from the initial stages of the WCSM replacement program to current day.

### Procurement Approach Assessment (PA)
- Review the chosen procurement approach for achieving the goals and objectives of the overall modernization program.
- Identify gaps, risks, mitigations and recommendations that include potential alternatives to accelerate project delivery and reduce cost while meeting the goals and objectives.

### Implementation/ Integration Assessment (IMPA & INTA)
- Review the WCSM future state vision for the system to understand the processes and system functional considerations that went into the development of the current strategic approaches.
- Evaluate the current implementation approach and integration approach to determine if they align project objectives.

### Decommission Approach Assessment (DA)
- Evaluate the current Decommission Approach in the context of the first three Gartner Assessments.
- Review current day inputs that contribute to reducing decommissioning risk.
- Examine the feasibility of the current approach for multi-system support and cutover and make recommendations as appropriate.

### Budget Assessment (BA)
- Review the existing budget, cost management plan and project cost forecast models.
- Assess how the budget is structured and what research was done to support cost estimates.
- Develop a recommended budget model that aligns with recommended strategies.
Independent Review Findings

Resolve Governance Conflicts

- Refine governance roles, structure and processes (ELA-1; complete)
- Align WCSM with oversight authority processes (ELA-3; in-progress)

Solidify WCSM Outcomes & Metrics

- Continue to engage key stakeholders to secure feedback (BA-1; in-progress)
- Develop actionable outcomes with associated metrics (ELA-2; in-progress)
- Calculate potential decommission fiscal metrics for WCSM (DA-2; not started)

Re-evaluate WCSM solution and implementation strategy

- Proceed with integration discovery activities (INTA-1; not started)
- Develop desired future state stakeholder journeys and refine requirements (IMPA-1; in-progress)
- Develop application modernization strategy for legacy workers’ comp app. portfolio (DA-1; in-progress)
- Confirm revised solution & implementation strategy (PA-1; not started)
- Conduct market scan to align vendor solution/s with future state requirements (IMPA-2; not started)

Program Execution Activities

- Revise budgetary estimates as required (BA-2; not started)
- Explore development of Vendor Management capability (PA-2; not started)
- Align RFP procurement with revised solution strategy & org structure (PA-3; not started)
<table>
<thead>
<tr>
<th>Risk Number</th>
<th>Risk Name</th>
<th>Risk Description</th>
<th>Risk Impact</th>
<th>Risk Status</th>
<th>Risk Owner</th>
</tr>
</thead>
<tbody>
<tr>
<td>213</td>
<td>L&amp;I Resource Constraints During the Discovery Phase</td>
<td>Due to limited resources in the agency the WCSM project may encounter resource capacity issues, impacts to schedule, and possibly the budget.</td>
<td>Unable to complete the work in the timeframes required which may result in increased timeline and increased budget.</td>
<td>Monitor</td>
<td>Liz Smith and Christy Campbell</td>
</tr>
<tr>
<td>198</td>
<td>Other priorities taking precedence over WCSM</td>
<td>There is always a risk other priorities may come along that take precedent over WCSM. Management must stay committed to this effort if at all possible.</td>
<td>Delay the project.</td>
<td>Mitigate (work with leaders to identify and communicate L&amp;I project priorities to ensure resources on allocated based upon the Leadership priorities)</td>
<td>Liz Smith</td>
</tr>
<tr>
<td>69</td>
<td>Project Resource Contention</td>
<td>Projects like One Washington will require the same type of personnel as WCSM, creating competition.</td>
<td>If the project doesn't have the type of skilled personnel needed it can impact the schedule as tasks take longer, or increase the cost (hiring contractors, offering overtime, etc.)</td>
<td>Monitor</td>
<td>Christy Campbell</td>
</tr>
</tbody>
</table>
Questions?
IT Project Best Practices and Lessons Learned

Risk Management

Technology Services Board Meeting
September 13, 2022
We have a major risk to mitigate…

Project managers don’t like talking about risk.
This is not a project management problem.

This is an organizational change management problem.

We need a safe environment for improving risk management.

But how?
We need to normalize risk management.

• How would you handle this if it were an adoption / organizational change problem?

• We’d try these approaches:
  • Training / Education / Communication
  • Setting expectations and providing support.
  • Finding out: what’s in it for them? (WIIFM)
  • Asking: how can we get them engaged?
  • Puzzling through: how can we build the DESIRE? (The D in ADKAR)
    • Demonstrating: what are the benefits?
      • Providing: incentives
    • How can we meet them where they are and help them?
For consideration…

Gamification
Data Mining for Patterns
Pre-populated Risk Logs

Metrics & Measurement
Templates / Tools
Procedures

De-Stigmatization
Focus / Accountability

?
How can we help?

Creative ideas here…

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Available resources

• Resources do exist:
  • Risk Management Best Practices
  • Risk Management Process Guidance
  • Risk Management Tools and Templates

• And key services:
  • Project Management Professionals (PMPs)
  • Oversight consultant consultation and expertise
  • QA providers are abundant!
Public Comment