Technology Services Board Subcommittee – Project Synopsis

November 18, 2021

Office of Financial Management
One Washington

OCIO Assessment	QA Assessment
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For TSB subcommittee discussion
Provide current information of the status of the One Washington project.

Project overview

Systems modernization of the state's core administrative business functions to include business process transformation and data standardization. The project is currently in Phase 1a which is focused on the replacement of AFRS, the state's accounting and financial system with a projected go-live date of October 2022.

Critical issue: Schedule

One Washington's oversight and quality assurance vendors have identified several significant issues facing the project. Recent reports have focused on schedule, agency engagement, and program resources. For November's update to the TSB subcommittee, we are focusing on schedule.

Oversight and quality assurance assessments of the project schedule identified significant deficiencies. Collectively these problems presented a project schedule that did not sufficiently integrate, with accurate detail, multiple workstreams to show the critical path to go-live. In addition, through agency engagement and submitted agency remediation plans, the project received feedback about the current timeline. In response, the project, both state and vendor staff, worked diligently to update the schedule. This effort has led the project to work closely with both our governance entities and oversight stakeholders, including the OCIO and the project's quality assurance partner, *bluecrane*. Once re-baselining of the schedule is approved by the executive steering committee, the project intends to present the updated schedule to the agency and stakeholder community. The project team will also continue to revisit and reevaluate the schedule throughout the life of the project. At a high level the schedule confirms an October 2022 go-live. However, even with this updated schedule, it is important to note two key caveats that may impact go-live:

- **Overlapping critical priorities in the work plan and resource capacity**. There is a significant amount of critical work ahead, especially in the next sixty to ninety days, for the project functional and technical teams. The capacity of program resources to accomplish this work will be challenging. As mitigation, project leadership will take targeted action to create more staff time for this work to be done through various strategies including adjusting meeting cadence and attendance by key staff. To better inform the schedule update, a resourcing exercise was completed with the functional team, down to the level of individual staff, to validate the level of effort required to deliver on critical project work through the balance of 2021. This exercise will be completed with the technical and organizational change management teams as well and be revisited frequently to monitor resource allocation. In addition, the project is expanding its resource capacity as gaps are identified through adding positions within existing funding, requesting resources through the supplemental decision package and strong vendor management.

- **Agency remediation.** This remains a top risk to go-live. 36 agencies with 230+ systems are slated for some form of remediation or retirement as part of Phase 1a. The ability for agencies to remediate requires receiving all necessary information from One Washington related to the Workday implementation. This is part of the critical work in front of the team as mentioned above. In addition, some agencies have applied for technology pool funding to accomplish their remediation work. Due to delays in the approval of One Washington's gate funding, these funds have not been released. Both the delay in gate six approval and any outstanding information required by agencies may impact the program's ability to meet the current go-live target. The program is actively engaged in helping agencies with their remediation work including the hiring of system remediation resources to partner with agencies on developing mitigation strategies, validating status, and monitoring for alignment to the overall project schedule.

The information the project will learn over the next sixty to ninety days, including about agency remediation, will better inform the feasibility of October 2022 go-live. Therefore, at this point in time, it is in the state's best interest to move forward with the updated schedule with full acknowledgement and understanding of the caveats noted above.

Project budget and timeline

One Washington received all Phase 1a and all Phase 1b, FY22, funding requested, in the 2021-23 operating budget. The program did not receive Phase 1b, FY23 funding. One Washington is finalizing its 2022 Supplemental decision package request, to complete Phases 1a and 1b, to be considered for inclusion in the Governor's budget.

Currently, the program is working with the OCIO and OFM Budget to obtain Phase 1a, Gate 6 approval.
As discussed above, One Washington is working with contracted ERP expert partners to review and validate the Phase 1a timeline. However, the project's overall timeline remains unchanged.

Upcoming Key Project Milestones	Planned Date
- Submit and receive final approval on Phase 1a: Core Financials for all tech budgets and investment plans. - Complete an updated Phase 1a work plan which will provide a better view of critical path of activities needed to achieve the October 2022 go-live. As part of this work, the team will consider dependencies such as agency remediation plans, integration readiness plans, etc. on a level of detail that was not available when the current version of the work plan was built. - Receive approval to re-baseline the work plan. After the work plan is approved by the Executive Steering Committee, the organizational change management team will share the revised key milestone dates with agencies. - Continue to recruit, interview, and onboard program resources. In collaboration with our system integrator and organizational change management (OCM) partners, Deloitte, the program plans to complete the following milestones and deliverables: - Finalize High Priority Design Issues - Complete User Stories - Complete 1st round of Role to Position Security Mapping - Start conducting Customer Confirmation Sessions (CCS) - Continue FDM Mapping - Support End-to-End Tenant Build - Support Integrations/Reporting Development - Start End-to-End Tenant Build	November 2021

Upcoming Key Project Milestones	Planned Date
- Complete Sprint 5 Reports - Complete all Integrations Design - Continue Priority 1 Integration Development - Finalize Legacy System Remediation Prioritization for Testing - Support completion of User Stories - Complete Pulse Check #2 - Changes to State Employee Roles Report - Conduct ARC and Agency Engagement activities	
- Prepare for the transition from the configure & prototype stage into the test stage of phase 1a. - Verify work for the Agency System Remediation associated with tech pool funding. - Continue to recruit, interview, and onboard program resources. In collaboration with our system integrator and OCM partners, Deloitte, the program plans to complete the following milestones and deliverables: - Finalize All Design Issues (Groups B/C) - Continue Test Scenarios Development - Complete Role to Position Security Mapping for End-to-End Testing - Complete Customer Confirmation Sessions - Complete FDM Mapping - Support End-to-End Tenant Build - Support Integrations/Reporting Development - Hire and onboard trainers - Obtain approval for End User Training Plan and Schedule - Continue End-to-End Tenant Build - Complete Sprint 6-7 Reports - Continue Priority 1 Integrations Development - Continue Priority 1 Legacy System Remediation - Support Test Scenarios Development - Conduct ARC and Agency Engagement activities - Complete Coaching Plan	December 2021

Upcoming Key Project Milestones	Planned Date
- Continue to recruit, interview, and onboard program resources. In collaboration with our system integrator and OCM partners, Deloitte, the program plans to complete the following milestones and deliverables: - Complete Test Scenarios Development - Complete End-to-End Tenant Validation - Support Integrations/Reporting Development - Support OCM with Agency Activities - Complete End-to-End Tenant Build - Complete Priority 1 Integrations Development - Support completion of Test Scenarios - Complete Customer Confirmation Sessions - Complete round 2 for Integration Build 2 and initiate work on Build 3 - Complete reporting sprints 7-9 - Complete Validation activities for End-to-End - Complete Security Role Mapping for End-to-End - Complete Data Cleansing activities - Draft User Experience Review Plan - Develop Sustainment Lab - Initiate work on Operating Model - Conduct ARC and Agency Engagement activities - Conduct Readiness Assessment 3	January 2022

Key Events to Date	Date
- Collected Agency System Remediation workplans. The project will begin tracking progress and report monthly metrics, in November. - Began building the second complete tenant with State data and State configuration gathered during design sessions. - Continued recruitment, interview, and onboarding program resources. - Completed a deep dive into our project workplan with the workstream leads, that focused on alignment of key activities and dependencies across each workstream. In collaboration with the system integrator and OCM partners, Deloitte, the program completed the following deliverables: - Reports Inventory that lists the Workday custom reports developed as part of the project. - End-to-End Testing Plan that defined the schedule of system integration testing. - Changes to Employee Roles Report that described how Phase 1a changes will impact staff and how they will perform job responsibilities. - User Personas and Moment that Matter that guides the design and configuration decisions. - Agency Support Team (AST) Meetings and High Impact Agency Engagement Meetings to continue to make agencies aware of program milestones and upcoming readiness activities. - Newsletter, talking points, and communications products to continue to build awareness and understanding for Phase 1a benefits and changes. - Agency Readiness Checklist (ARC) updates to keep agencies informed of upcoming people, process, and technology readiness tasks and deadlines.	October 2021
- The program onboarded new hires from gate 5 and 6 of phase 1. - Established One Washington Technology Pool Committee to review applications, track progress, and disperse pool funds. - Began developing agency technology budgets and investment plans for the agencies that receive funds from the One Washington Technology Pool. - Developing and stakeholdering the One Washington 2022 supplemental budget request. - Kicked off the configuration & prototype stage, in which the team will iterate on Workday configuration options and present to stakeholders for confirmation. - Built first complete tenant with State data and State configuration gathered during design sessions; validated all data with agencies in Customer Confirmation Sessions - Established a Success Factor Plan to refine project management processes. In collaboration with the system integrator, Deloitte, the program completed the following milestones and deliverables from the architect and configure & prototype stage: - End-to-End Testing Approach documents the scope and mechanics of how end-to-end testing will be conducted. - System Security Plan that will govern the overall security and controls for the entire lifecycle of the program. - Foundation Data Model (FDM) Blueprint, a key deliverable, that identifies state dimensions to facilitate financial and management reporting; high-level mapping of FDM to legacy system. - Configuration Tenant Build #1 is a complete Workday tenant populated with full conversion of state data. - Authentication Design are activities to set up authentication security.	May - September 2021

Key Events to Date	Date
- Conversion Mapping and Functional Crosswalks from State Systems documents the maps of legacy data sources to Workday data fields as defined by the Hoover file format specifications. - Confidential Information Management Plan provides details to all parties involved in the program on the proper handling of confidential information. - End-User Training Strategy that prepares employees and agencies to conduct business in Workday on day 1. - 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. - 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. - 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 (one of two) to define and align sustainment plans and the future state operating model with how OFM will support end users or clients post go-live. - 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. - 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. **Organizational Change Management (OCM)** - Developed and implemented a high impact agency engagement program in which relationship managers and OCM coordinators meet monthly with tier 1/partner agencies to discuss upcoming readiness activities, answer questions, and provide program updates. - Conducted monthly Agency Support Team (AST) Meetings with agencies to present program milestones, upcoming activities, and answer questions. - Developed and distributed a Pulse Check Survey to collect and analyze feedback from agencies about attitudes towards One Washington and determine where additional support is needed. - Created an Agency Training Plan that will help agencies identify agency-specific training needs beyond the Workday end user training that will be provided by the program. - Developed an Updated Change Impact Assessment to identify and analyze Phase 1a people, process, and technology change impacts.	

Key Events to Date	Date
- Updated and distributed Agency Readiness Checklist (ARC) and ARC reports to highlight key upcoming readiness activities and deadlines for Agency Support Team (AST) Leads. - Created and distributed newsletters, one pagers, Agency Support Team (AST) emails, and other communications products to help keep agencies informed of program events and activities. - Established One Washington Agency Organizational Change Management Pool committee to review applications, track progress, and disperse pool funds. - Established and implemented a process for collecting, analyzing, and responding to agency readiness questions; published a Question & Answer repository with more than 150 answered technical and finance-related questions.	

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. - Developed the process for managing 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 project methodology simulation lab and leadership alignment lab 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** - Continued to build program support through high impact agency engagement, Agency Support Team network, and advisory committee's activities. - Supported 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

*Since January 2021