# Technology Services Board Subcommittee – Project Synopsis

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| October 14, 2021 | **OCIO Assessment** | **QA Assessment** |
| Office of Financial Management  **One Washington** |  |  |

## Project overview

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

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* Risks associated with continued reliance on the state’s outdated software technologies that cannot meet today’s financial and other administrative needs, cannot be modified without risk, and do not have existing or long-term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.

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 and architect stage to the configuration & prototype stage for phase 1a.

## Critical Issues

There are a multitude of issues facing the project. The most critical of which will be addressed during the subcommittee meeting by both the program and the program’s independent quality assurance vendor. A brief overview of these issues is provided below.

**Schedule and timeline:** There was a delay in the creation and dissemination of the foundation data model, an essential work product in the implementation of Workday. The cascading impacts of this delay are not fully known; however, the project timeline remains aggressive and it is uncertain whether the October 2022 go-live is realistic. More vetting of the schedule is needed as agencies submit their remediation plans to the program and the remaining functional and technical work is tracked.

Part in parcel to this vetting is the need for the program to have an “integrated” schedule that incorporates to a sufficient level of detail the various workstreams critical to reaching go-live. To accomplish this, the program has contracted with a master scheduler to do this work which began in earnest the week of October 4th. With the submission, review, and analysis of the agency remediation plans coupled with the maintenance of an “integrated” project schedule, the program will be able to better assess the viability of the October 2022 go-live date.

**Resources:** The program’s resource needs are increasing based on the lessons learned to date. In response, the program has hired critical positions within existing funding and is developing a supplemental funding request that aligns with the necessary resources for future project success. Also, the program is engaged in vendor management activities by working with our delivery partners on expectations around milestones, deliverables, timelines, and staffing levels and their alignment to applicable statements of work.

**Agency engagement:** With 113 agencies impacted by this project, quality agency engagement is paramount to the program’s success. There have been several significant disconnects with impacted agencies including unreasonable delays in responding to questions and an outstanding desire to have a deeper understanding of the software solution. In response, the program has implemented an agency engagement plan to provide a more transparent and detailed level of communications with one-one meetings, change impact overviews, Workday product demonstrations, and streamlined, responsive communication process. The program needs to monitor the success of these efforts and make additional adjustments if necessary.

## Project budget and timeline

One Washington received full Phase 1a funding and fiscal year 2022 funding to start Phase 1b in the 2021-23 operating budget. The program is drafting 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 its’ 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** |
| --- | --- |
| * Collect agency workplans for Agency System Remediation. The project will track progress and report monthly metrics. * Begin build of second complete tenant with State data and State configuration gathered during design sessions.   In collaboration with the system integrator, Deloitte, the program plans to complete the following milestones and deliverables:   * Updated Change Impact Assessment that assesses people, process, and technology impacts based on phase 1a core financials. * Agency Training Plan will instruct agencies on how to create, maintain, and track training on business processes, technologies, and policy changes. * Deployment Plan that will include high level deployment activities along with a timeline and scope. * End-User Training Curriculum outlines the training curriculum as the result of the Customer Design Sessions, End User, and Security Role Mapping work. * End-to-End Testing Plan will provide a calendar view for training each stakeholder group. * User Experience Review Approach documents the scope and mechanics of how end-to-end testing will be conducted. * Develop Changes to Employee Roles Report to describe how Phase 1a changes will impact how staff will perform job responsibilities. * Conduct Agency Support Team (AST) Meetings and High Impact Agency Engagement Meetings to continue to make agencies aware of program milestones and upcoming readiness activities. * Develop and distribute newsletter, talking points, and communications products to continue to build awareness and understanding for Phase 1a benefits and changes. * Manage Agency Readiness Checklist (ARC) to keep agencies informed of upcoming people, process, and technology readiness tasks and deadlines. * Continue to recruit, interview, and onboard OCM resources to help support agency engagement and Phase 1a readiness. | October 2021 |
| * Submit and receive final approval on the Phase 1a: core financials for all tech budgets and investment plans.   In collaboration with the system integrator, Deloitte, the program plans to complete the following milestones and deliverables:   * User Stories that will define the experience and system functionalities. * Craft comprehensive set of Test Scenarios based on User Stories and User Personas, to be used in all rounds of system testing start in 2022. * Complete Configuration 2 Tenant Build, a complete Workday tenant populated with full conversion state data. * Validate all data with agencies in Customer Confirmation Sessions, round 2. * Sustainment Lab #2, our second and final workshop, designed to gain alignment for sustainment post go-live production. * Conduct Pulse Check #2 to collect and analyze agency feedback about program perceptions and identify areas where additional OCM support is needed. * Conduct Agency Support Team (AST) Meetings and High Impact Agency Engagement Meetings to continue to make agencies aware of program milestones and upcoming readiness activities. * Develop and distribute newsletter, talking points, and communications products to continue to build awareness and understanding for Phase 1a benefits and changes. * Manage Agency Readiness Checklist (ARC) to keep agencies informed of upcoming people, process, and technology readiness tasks and deadlines. * Develop Coaching Plan to provide agency leadership with knowledge and skills to support impacted staff through Phase 1a changes. * Continue to recruit, interview, and onboard OCM resources to help support agency engagement and Phase 1a readiness. | November 2021 |
| * 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.   In collaboration with the system integrator, Deloitte, the program plans to complete the following milestones and deliverables:   * Integration Designs details the requirements for each individual integration. * Integrations Developed are the complete integrations that has been developed, reviewed, tested, and approved. * Reports Developed and Unit Tested is the completed reports that have been developed, reviewed, tested, and approved. * User Experience Review Plan defines the overall test plan and guiding principles that the project will use to deliver Workday. * Operating Model (Sustainment) Plan outlines how to support the Workday solution post go-live. * Conduct Agency Support Team (AST) Meetings and High Impact Agency Engagement Meetings to continue to make agencies aware of program milestones and upcoming readiness activities. * Develop and distribute newsletter, talking points, and communications products to continue to build awareness and understanding for Phase 1a benefits and changes. * Manage Agency Readiness Checklist (ARC) to keep agencies informed of upcoming people, process, and technology readiness tasks and deadlines. * Develop and distribute Readiness Assessment #3 to evaluate agency readiness for Phase 1a changes and compare results against baseline and Readiness Assessment #2. * Continue to recruit, interview, and onboard OCM resources to help support agency engagement and Phase 1a readiness. | December 2021 |

| **Key Events to Date** | **Date** |
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| * The program onboarded new hires from gate 5 and 6 of phase 1. * Established One Washington Technology Pool 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. * 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. * 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 than150 answered technical and finance-related questions. | May - September 2021 |
| **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 |
| **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 |
| **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. * 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.   + Phase 1a: Core Financials (AFRS replacement)   + Phase 1b: Expanded Financials and Procurement   + 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:   + Baseline readiness assessment and individual agency scorecards   + Quality metrics provided to the state   + Comprehensive OCM program and framework   + Baseline readiness assessment results   + 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:   + Integration Strategy   + Data Conversion Strategy   + Data Management Strategy   + Business Intelligence Strategy * Data Governance Plan | January - May 2020 |

\*Since January 2020