Technology Services Board Meeting Minutes

Sept. 12, 2024
9:00 – 11:00 a.m.
Member Attendees: Bill Kehoe, Rep. Travis Couture, Kelly Dyer, Cami Feek, James Feore, Viggo Forde, Tracy Guerin, Tanya Kumar, Sen. Joe Nguyen

Hybrid – 1500 Jefferson St SE, Olympia, WA, 1st Floor Conf. Rm 1213 and Virtual via Zoom

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Link to Meeting Video

Link to Presentation Slides

Welcome, Agenda Review, Minutes Review & Approval – Bill Kehoe

Angela Knight, staff to the Board, confirmed quorum.

Bill Kehoe, State CIO and TSB Chair, welcomed everyone to the meeting and reviewed the agenda.

Bill also announced that the Zoom session chat feature was disabled to better comply with the Open Public Meetings Act. He asked that Board members wishing to ask questions or make comments should use the "raise hand" feature. Non-Board members were asked to wait until the designated public comment period at the end of the meeting to participate.

Bill then reviewed the 6/24/24 meeting minutes. There was a motion, a second and all in favor to approve the meeting minutes as written.

Customer Experience Theme – Bill Kehoe, Amy Pearson

Amy Pearson, WaTech Chief of Staff, led a discussion on the importance of customer experience in modernization efforts, highlighting that most projects coming to the board focus on aspects of modernization. She noted a transition from traditional methods to a customer-centered, agile approach using user-centered design, journey mapping, and incremental releases to improve resident interaction with government services. Projects discussed included the resident portal, identity and access management, and an enterprise data cloud platform, all tied to the enterprise IT strategic plan.

Cami Feek from the Employment Security Department shared her team's proactive use of agile methodologies in projects like the Paid Leave Technology platform, emphasizing the need for sustained investment in customer experience and incremental improvements. She also highlighted identity and access management as a key aspect of the customer experience across government.

Viggo Forde raised the issue of job changes due to AI, agile, and modernization, questioning the approach to workforce training, skill development, and potential labor agreement impacts. Bill responded by outlining the new cloud-based training program designed to help staff transition to new roles within the modernized framework. Additionally, he highlighted an opportunity for organizational change management to better prepare and support staff through modernization shifts.

Policies & Standards Approval – Bill Kehoe

Bill led the review of three security policies and standards, which were previously reviewed by multi-agency workgroups and governance committees before reaching the Board for final approval. Each one focuses on enhancing security and best practices.

With no further questions or discussion, there was a motion, a second and all in favor for the Board to approve the following policies and standards in one motion:

- Endpoint Detection and Response Standard
- Identification and Authentication Standard
- IT Security Response Policy

These approvals also mark the completion to replace the previous Standard 141.10 Securing Information Technology Assets.

Decision Package Scoring Criteria Weighting Exercise – Derek Puckett, Stephanie Roe

Derek Puckett, WaTech Asst. Director for Performance and Accountability led the board members through a prioritization exercise, focusing on ranking criteria for IT decision packages. Three core criteria were reviewed: **Agency Readiness**, **Technical Alignment**, and **Business Alignment**. Within each, Board members engaged in pairwise comparisons to weigh the importance of specific sub-criteria.

Key discussion points included:

1. **Agency Readiness**: Emphasis was placed on **due diligence** as a fundamental step before initiating a project, with some advocating that good governance and strong project management are equally crucial for project success.
2. **Technical Alignment**: Most members favored alignment with the **enterprise IT strategic plan** over interoperability and reuse, aligning project goals with overarching statewide IT strategies.
3. **Business Alignment**: The highest priority, as members highlighted that technology investments should be driven by clear business needs, though measurable outcomes were also valued to gauge impact effectively.

The Board input, summarized in the chart below, will contribute to final ranking criteria WaTech will use in prioritizing IT decision packages.
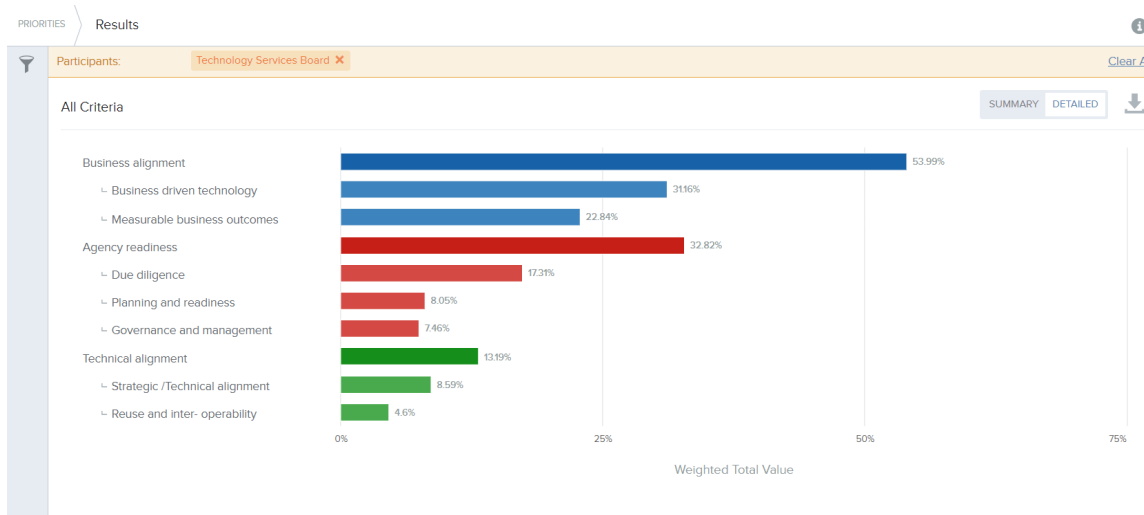
Program Briefing: One Washington – Eli Hayes

Eli Hayes, WaTech Oversight Consultant, provided a current assessment of the program. He reported that while improvements have been made regarding the schedule and quality of materials, there continues to be significant concerns about the OneWa Phase 1A project's readiness, especially regarding the legacy system inventory, agency preparedness and the July 2025 go-live date.

Cristie Fredrickson, One Washington Executive Sponsor, explained the key points the team planned to cover in the presentation. She also introduced other team members such as Christy Campbell, Executive Program Director, Paige Bayliss with Deloitte, John Waugh with Workday and other team members that joined virtually including the quality assurance (QA) partners.

Christy Campbell shared that the program schedule had been restructured, and that weekly tracking is underway. She highlighted several key accomplishments including:
1. The schedule is on track for a July 2025 go-live.
2. Of the 141 legacy system remediations (LSR), 24 remain for testing.
3. Kicked off optional agency training community of practice.
4. Launched 12-month agency readiness campaign.

Q2 activities include:
1. Complete LSR testing.
2. Complete end-2-end Workday functionality testing.
3. Performance and accessibility testing

Christy emphasized the importance of agency readiness and outlined key milestones, including completing end-to-end testing by November 15, performance and accessibility testing, and agency readiness tracking through a 12-month campaign. Key concerns discussed involved the identification of 19 mandatory systems for go-live and the process for managing non-mandatory systems with contingency plans.

Questions from Board members focused on agency alignment, risk mitigation, and resource allocation to ensure agency readiness. The board highlighted the need for increased support and clear communication around mandatory systems, the testing process, and how agencies will manage their critical systems for a seamless go-live. The board requested that in the December meeting, the team presents a finalized list of mandatory systems, updated integration testing status, and any remaining issues with subsidiary systems, particularly focusing on how non-mandatory systems will impact overall success.

The One Washington team discussed the ongoing complexities and concerns related to the program's progress, particularly around agency readiness, system integration, and testing requirements. The board emphasized the need for a finalized list of mandatory systems, completed integration testing, and clear contingency plans for non-mandatory systems by December. Workday and Deloitte were asked to identify additional support they can provide to help agencies achieve full readiness, given the importance of alignment across all agencies to ensure a successful program launch.

The One Washington program update focused on key risks and mitigation efforts, particularly agency readiness and integration testing of legacy systems, as the program approaches the July 2025 go-live date. WaTech reiterated concerns about the number of critical systems still needing testing and the varied readiness levels across agencies. The board requested an updated status on mandatory systems, integration progress, and contingency plans for non-mandatory systems in December. Deloitte and Workday

were asked to explore additional support for agencies to ensure alignment and successful deployment across the enterprise.

In the latest One Washington project update, , Executive Sponsor, emphasized progress on Phase 1A core financials while addressing key risks and ongoing agency readiness efforts. There are 113 agencies and 270+ systems involved, with 73 primary systems fully tested and additional ones in progress. The discussion highlighted the critical need to finalize 19 mandatory systems for go-live, establish clarity around integration testing, and mitigate agency readiness concerns to ensure smooth deployment. In December, the board expects a comprehensive status update on agency testing, mandatory system readiness, go/no-go criteria, and remaining integration needs, especially for non-mandatory systems and subsidiary systems. The board also encouraged Deloitte and Workday to identify additional support strategies for agency readiness, underscoring that collective success depends on all agencies achieving preparedness.

Here's a summary of the key areas that need to be addressed for the December meeting:
1. **Final List and Status of Mandatory Systems:**
    - Provide an updated and comprehensive list of mandatory systems.
    - Include their current status, focusing on both remediation efforts and testing progress.
2. **Transparent Integration Overview:**
    - Ensure a transparent view of all integrations, with clear status updates.
3. **Testing of Cost Accounting Module:**
    - Note that the cost accounting module requires testing, which may not be fully completed until next year.
    - Recognize this as a significant concern for coalition agencies.
4. **End-to-End Testing and Subsidiary Systems:**
    - Address the need for end-to-end testing and emphasize the importance of testing subsidiary systems.
    - Ensure that these systems are tested by the agencies to prevent integration failures post-go-live.
5. **Agency Readiness Support:**
    - Identify additional actions to support agencies in readiness, as the success of the primary system (Workday) depends on their preparedness.
6. **Go/No-Go Criteria and Evaluation:**
    - Aim to have go/no-go criteria available by December, along with an evaluation to guide decision-making.
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Program Briefing: Workers' Compensation System Modernization (WCSM) – Jeff Pearson

Jeff Pearson, WaTech Oversight Consultant, provided a current assessment of the program. He highlighted the need for a dedicated, skilled project team and an aligned modernization strategy for the Workers' Compensation Modernization effort, emphasizing the importance of a multidisciplinary procurement vendor and a dedicated cloud platform. He cautioned that repeating unsuccessful mitigation strategies could hinder project success, urging the project team to focus on necessary but potentially uncomfortable decisions to drive modernization forward.

Liz Smith, WCSM Executive Sponsor, provided an overview of the project at the Dept. of Labor and Industries, emphasizing its phased wave approach for replacing a complex network of legacy systems. Key priorities include establishing a dedicated project team solely focused on the modernization effort, creating an independent cloud environment, and deploying a customer dashboard for streamlined access.
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Enterprise IT Strategic Plan Update – Deanna Brocker

No time for this update.

Public Comment

No public comments.