Technology Services Board Subcommittee – Program Synopsis

January 13, 2021

Office of Financial Management
One Washington

OCIO
Assessment

QA
Assessment

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

Program 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. For more information regarding our project schedule, please see our November TSB synopsis.

Agency Remediation

Agency system remediation is a critical workstream activity for the One Washington program. Throughout the summer and fall of 2021, the program has coordinated and gathered agency remediation plans with 36 agencies.

Below describes the magnitude and complexities of the effort required for Agency System Remediations:
- 36 Agencies identified systems impacted by Phase 1a implementation

* *Many systems support more than one core business function*

Systems to be remediated in Phase 1a

Total Systems**	Critical Systems	Very Important Systems	Important Systems
229	19	50	160

**Number of systems and level of criticality to be approved through governance process*

Equipped with this information, the program intends to investigate and partner with agencies to validate and monitor progress of the remediation plans - this will ensure alignment with the overall program schedule.

To support this work, at the suggestion of our oversight, OCIO, and quality assurance partner, b*luecrane*, the program has hired a Director of Systems Remediations, Manoj Verma. Manoj joined the One Washington program on November 16, 2021. He is meeting with leaders across the enterprise to understand the current gaps, what is working well, what areas of improvements are needed, and how the Program can help the agencies in their remediation efforts. Additionally, he has met with authorizing stakeholders (OCIO) and the quality assurance partner, to better understand the risks and mitigation strategies around remediation activities and other systems impacts. He has drafted a 30-60-90-day plan for the Systems Remediation and is socializing the plan with stakeholders. Status against the plan will l be provided during the TSB

committee meeting. The program has invited two agencies (HCA and WDFW) to present their experience thus far with system remediation efforts.

Based on feedback received from agencies on System Remediation efforts, and our progress to date on the functional design workstream, program leadership has begun to review the feasibility of the October 2022 go-live date; to identify alternative paths to implementation. Initial conversations with the state CIO, OCIO, and the program's quality assurance partner, *bluecrane*, occurred in December. Analysis and discussions with key stakeholders will continue in January and February, to assess options and identify a recommended path forward that will be presented to authorizing stakeholders and the Executive Steering Committee.

Project budget and timeline

One Washington received all of Phase 1a and Phase 1b, fiscal year 2022, funding requested, in the 2021-23 operating budget. The program did not receive Phase 1b, fiscal year 2023 funding. One Washington's 2022 Supplemental decision package of $95M, to complete Phases 1a and 1b, was fully funded in the Governor's budget. This request includes funding for the program resources (state staff and contractors) to complete Phase 1a and 1b, as well as organizational change management (OCM), and technical resources for agencies to prepare their employees and systems for Workday go-live.

On December 7, 2021, the OCIO certified that the One Washington program has an approved technology budget and investment plan for Phase 1a. They also confirmed that all of Phase 1a gate 5 deliverables were completed, and the program is prepared to proceed with Phase 1a gate 6 activities. Phase 1a gate 6 funding was released, to One Washington, on December 21, 2021. The program anticipates releasing Phase 1a technology pool funding to agencies in early January 2022.

Upcoming Key Project Milestones	Planned Date
- Continue to recruit, interview, and onboard program resources. - Prepare for the transition from the configure & prototype stage into the test stage of Phase 1a. - Report out on the current state of the remediation efforts. - Start developing the team structure/resources required to support the remediation efforts. - Approve the list of systems (with disposition) that must be remediated prior to go-live. - Several team members to take Workday training to prepare for End-to-End testing In collaboration with our system integrator and OCM partners, Deloitte, the program plans to complete the following milestones and deliverables: - Close Readiness Assessment #3 survey window and submit first draft of Readiness Assessment #3 Report Deliverable - Continue Workday Usability and Accessibility Assessment - Complete FDM mapping for End-to-End tenant build for OFM and Agencies - Conduct Sustainment Lab 2	January 2022

Upcoming Key Project Milestones	Planned Date
- Load Security Role Mapping for Config 2 tenant and End-to-End tenant - Complete User Stories and outstanding configuration design issues - Complete Customer Confirmation Sessions - Continue Design, Build rounds for Integrations - Continue designing and building reports - -Security review and approval of data extract for End-to-End Tenant - Initiate build, data load, and validation for End-to-End Tenant - Begin developing Test Scenarios for End-to-End testing - Conduct Agency Readiness Checklist (ARC) and Agency Engagement activities - Hire and onboard trainers	
- Assess overall status of Phase 1a schedule - Validate readiness for End-to-End testing - Kickoff the Testing stage of Phase 1a - Continue to recruit, interview, and onboard program resources. - Report out on the current state of remediation efforts. In collaboration with our system integrator and OCM partners, Deloitte, the program plans to complete the following milestones and deliverables: - Begin Cycle 1 End-to-End testing - Complete build for Training Tenant - Begin development of End-User Training Materials - Continue report design and development - Complete validation activities for End-to-End - Complete load of Security Role Mapping for End-to-End - Complete End-to-End Test Scenarios - Complete Data Cleaning Activities - 2 - Draft User Experience Review Plan - Finalize Sustainment Lab deliverable - Create OCM funding pool management report deliverable - Initiate work on Operating Model	February 2022

Upcoming Key Project Milestones	Planned Date
- Continue to recruit, interview, and onboard program resources. - Report out on the current state of remediation efforts. In collaboration with our system integrator and OCM partners, Deloitte, the program plans to complete the following milestones and deliverables: - Finalize the Readiness Assessment #3 - Submit first draft of OCM Funding Pool Management Report - Finalize Operating Model (Sustainment) Plan - Continue report design and development - Complete Cycle 1 End-to-End testing and begin Cycle 2. - Begin preparing for End-User-Review - Continue working on End-User Training materials/plans - Finalize Training Tenant build - Validate Security Access in all tenants for End-to-End - Update Agency Foundation Data Model Mapping – round 3 - Obtain approval for End-User Training Plan	March 2022

Key Events to Date	Date
- Continued elaboration on the workplan, including a program integrated master schedule. The integrated master schedule will track the program specific activities that support the program and all project phases, throughout the lifecycle of the project. - Gathered updates for agency system remediation associated with tech pool funding. - Recruited, interviewed, and onboarded program resources. The program onboarded the following: Functional PM, Agency Deployment Lead, and OCM Specialists (2). In collaboration with our system integrator and OCM partners, Deloitte, the program completed the following milestones ad deliverables: - Finalized Pulse Check #2 - Initiated work on Readiness Assessment #3 - Completed Changes to State Employee Roles Report - Finalized OCM SOW #3 amendment and began hiring and onboarding Agency OCM Pool staff - Conducted Workday Usability and Accessibility Assessment - Finalized High Priority Design Issues - Began round 2 Customer Confirmation Sessions - Updated Foundation Data Model Crosswalk – round 2 - Began End-to-End Tenant Build - Continued Integrations/Reporting Development - Continued scope and prioritization review of reports - Completed End-User Training Plan, Curriculum - Conducted Agency Readiness Checklist (ARC) and Agency Engagement activities - Reviewed and worked to finalize Coaching Plan	December 2021
- Received conditional approval on the re-baselined Phase 1a workplan which, will provide a better view of critical path activities needed to achieve the October 2022 go-live. The team will continue to consider dependencies, such as agency remediation plans, integration readiness plans, etc., on a level of detail that was not available when the old version of the work plan was built. - Continued to recruit, interview, and onboard program resources. The program onboarded the following: Executive Director of Business Transformation, Executive Director of Technology Transformation, Director of System Remediation, Deputy Project Manager, Prism Architect, Agency Support Specialists (3), OCM Pool Support (1), OCM Trainer (1), and Testing Coordinator Lead. In collaboration with our system integrator and organizational change management (OCM) partners, Deloitte, the program completed the following milestones and deliverables: - Started 1st round of Role to Position Security Mapping - Started conducting Customer Confirmation Sessions (CCS) - Continued Foundation Data Model (FDM) Mapping - Began End-to-End Tenant Build - Completed Sprint 5 Reports - Completed Round 3 Integration Designs - Continued Priority 1 Integration Development - Continued drafting User Stories - Analyzed survey results to develop Pulse Check #2	November 2021

Key Events to Date	Date
- Began reviewing changes to State Employee Roles Report - Conduct Agency Readiness Checklist (ARC) and Agency Engagement activities	
- 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.	May - September 2021

Key Events to Date	Date
- 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)**	

Key Events to Date	Date
- 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 than 150 answered technical and finance-related questions.	

	February – April 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.	

Key Events to Date	Date
- 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.	

*Since January 2021