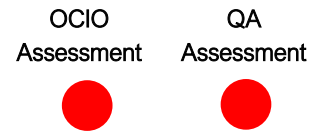# Technology Services Board Subcommittee – Program Synopsis

February 10, 2022

Office of Financial Management
One Washington

OCIO Assessment	QA Assessment
🔴	🔴

For TSB subcommittee discussion

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.

Phase 1a Go-Live Feasibility

Last November, based on feedback received from agencies, quality assurance partners, and the Office of the Chief Information Officer (OCIO), the One Washington Executive Steering Committee (ESC) approved changes to the phase 1a project plan and schedule with a go-live date of October 2022.

A key component of the ESC approval included a 30-60-90-day review schedule of the progress of the program. We are approaching the end of that review window and have the following updates to share:

- The program has been and will continue to assess the feasibility of the phase 1a go-live date of October 2022 in anticipation of the end of the 30-60-90-day window.
- Part of that assessment includes contingency planning for any changes to go-live dates.
- State program leadership has engaged key partners, including the OCIO, the business owners, the system integrator, software vendor, and agencies regarding the analysis around the feasibility of the October 2022 go-live date.
- The OCIO provided and posted specific recommendations for the program to consider.
- Through these processes, it has been determined that **October 2022 is not an attainable date for go-live.**
- The program will engage in further analysis to establish a suitable go-live date. That work is expected to be complete in 6-8 months and must be approved by the program sponsor.
- **Program work must continue.** The team is focused on high priorities including closing out design and preparing a baseline system to demonstrate Workday functionality to agencies to achieve a foundational solution for agencies to demo. For agencies to stay current with the project, it is imperative that readiness work continues, as the fast-moving pace of the project is not likely to change.

The assessment of information to establish a new 1a go-live date is work being done in conjunction with all other program and agency work. Like any transformation project of this magnitude, we must continue to assess and evaluate what progress has been made, where additional efforts are needed, and what changes can be made to continually improve as we

move towards our goal of a modern, cloud-based enterprise resource planning (ERP) solution. The program remains committed to using facts learned from these assessments to make decisions.

While this evaluative work is ongoing, the program will provide agencies with the crucial support and information they need to continue their momentum on critical readiness activities.

Agency readiness is pivotal to the program and a full statewide business transformation. A main reason to assess the feasibility of the October 2022 go-live date is to ensure agencies have the runway to prepare for implementation. Agency efforts are crucial to this work. The program is confident that this reduces risk and will increase readiness for adopting an enterprise solution. *It is imperative to One Washington's success that agencies remain engaged in current and future readiness activities and actively engage with the program.*

Project budget and timeline

One Washington Phase 1a, Gate 6 Extension & Phase 1b, Gate 1 Delay

Summary:
One Washington, in partnership with the OCIO, has identified the need to remain within the current phase 1a gate while the program focuses on completing important milestones in the Configuration phase. Additionally, as a result, there will be a delay in the start of phase 1b.

Details:
One Washington is subject to the Office of the Chief Information Officer's (OCIO) gated funding process. The program is currently within phase 1a, Gate 6 - Configuration. The timeline for gate 6 was originally July 2021 - January 2022. Following significant program discussions, One Washington leadership, with the support of and in consultation with OCIO, has determined the need to extend phase 1a, Gate 6 - Configuration for several months, which will also result in the delay of phase 1b, Gate 1 – Readiness, which was slated to start in January 2022.

One Washington, like other large transformation projects, regularly evaluates and updates the project schedule and work plan. As part of this evaluative process, the program has identified the need to remain within the current gate while directing focus to completion of important milestones in phase 1a - Configuration. In order to achieve this need, the program will redirect all resources to focus solely on phase 1a.

The program intends to use the next several months to focus on the tasks in the current configuration phase while continuing to work with the OCIO to take the necessary steps (e.g., technology budget and investment plan updates) to move to phase 1a, Gate 7 - Testing.

At this time, the program does not need to request the release of any additional funding from the OCIO. One Washington is able to utilize existing phase 1a, Gate 6 funding to continue this critical work.

Upcoming Key Project Milestones	Planned Date
- Continue assessing the overall status of phase 1a schedule and scope - Revise testing strategy to include validation testing as well as End-to-End testing - Continue to recruit, interview, and onboard program resources. - Continue socialization of the 'Systems remediations and application rationalization' framework. Identify three agencies to pilot the framework. Work in collaboration with pilot agencies to develop remediations plan using the framework. In collaboration with our system integrator and OCM partners, Deloitte, the program plans to complete the following milestones and deliverables: (These are subject to change because of the programs assessment of the phase 1a schedule and scope.) - Close low priority design issues - Finalize and obtain signoff of User Stories - Hire and onboard trainers - Begin Cycle 1 End-to-End Testing - Establish Training Tenant build - Continue developing End-User Training Materials - Continue report design and development - Validation activities for End-to-End Tenant Build - Complete load of Security Role Mapping for End-to-End - Complete End-to-End Test Scenarios - Complete End-to-End Test Planning - Complete User Experience Review Plan - Complete User Stories - Complete Data Cleaning Activities - 2 - Finalize User Experience Review Plan - Complete Workday Delivery Assurance Review - Configuration - Incorporate Sustainment Lab 2 feedback into the Sustainment Organization (Operating Model) plan - Begin drafting OCM funding pool management report deliverable - Initiate work on Sustainment Organization (Operating Model plan)	February 2022

- Continue assessing the overall status of phase 1a schedule and scope - Continue to recruit, interview, and onboard program resources. - Report out on the current state of remediation efforts. - Kickoff the Testing stage for phase 1a In collaboration with our system integrator and OCM partners, Deloitte, the program plans to complete the following milestones and deliverables: (These are subject to change because of the programs assessment of the phase 1a schedule and scope.) - Finalize the Readiness Assessment #3 - Continue report design and development - Complete Cycle 1 End-to-End testing and begin Cycle 2. - Continue developing End-User Training Materials - Update Agency Foundation Data Model Mapping – round 3 - Obtain approval for End-User Training Plan - Finalize Sustainment Lab deliverable - Continue drafting OCM funding pool management report deliverable - Finalize the staff and organization structure of the Sustainment Organization (Operating Model) plan - Begin round 3 of Foundation Data Model Mapping	March 2022
- Continue assessing the overall status of phase 1a schedule and scope - Continue to recruit, interview, and onboard program resources. - Report out on the current state of remediation effort and share a remediation timeline/schedule. In collaboration with our system integrator and OCM partners, Deloitte, the program plans to complete the following milestones and deliverables: (These are subject to change because of the programs assessment of the phase 1a schedule and scope.) - Entry gate for user Experience Review - Obtain approval for End-User Training Schedule - Continue drafting OCM funding pool management report deliverable - Continue work on End-User Training Materials - Continue report design and development - Begin User experience Review Tenant Build - Start to finalize Test Scenarios under User Experience Review planning - Finalize the governance portion of the Sustainment Organization (Operating Model) plan	April 2022

Key Events to Date	Date
- Gathered updates for agency system remediation associated with tech pool funding. - Outlined the team structure/resources required to support the remediation efforts. - Recruited, interviewed, and onboarded program resources. The program onboarded an Organizational Change Management (OCM) Director. - State team members took Workday training to prepare for End-to-End testing. In collaboration with our system integrator and OCM partners, Deloitte, the program completed the following milestones and deliverables: (These are subject to change because of the programs assessment of the phase 1a schedule and scope.) - Began deploying Agency OCM Pool resources to agencies including 18 contracted and 3 state resources - Submitted the first draft of the Readiness Assessment #3 deliverable for state review. - Continued Workday Usability and Accessibility Assessment. - Continued updates to user stories and test scenarios. - Conducted Sustainment Lab 2 - Completed Customer Confirmation Sessions - Continued design and build rounds for Integrations and Reports. - Conducted security review of data extracts for End-to-End Tenant Build - Began developing test Scenarios for End-to-End Testing - Conducted Agency Readiness Checklist (ARC) and Agency Engagement activities	January 2022
- 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). - Released One Washington Technology Pool funds to agencies. In collaboration with our system integrator and OCM partners, Deloitte, the program completed the following milestones and 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

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

Key Events to Date	Date
- 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. - 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.	May - September 2021

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

*Since May 2021