



FEBRUARY 2019

# FMAC



One Washington

A Business Transformation Program

# Agenda

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- Level Set
  - Glossary
- What's New
  - Governance
  - Reset
  - Schedule
  - Budget
  - Staffing
  - Communications
- Readiness Update
  - Business and Technology Capabilities Status
  - Enterprise Business Process Readiness (Program Readiness)
  - Agency Readiness
- Summary/Questions?

# Level Set

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- Business problem to be solved
- Launched in 2013-15 biennium



# Glossary

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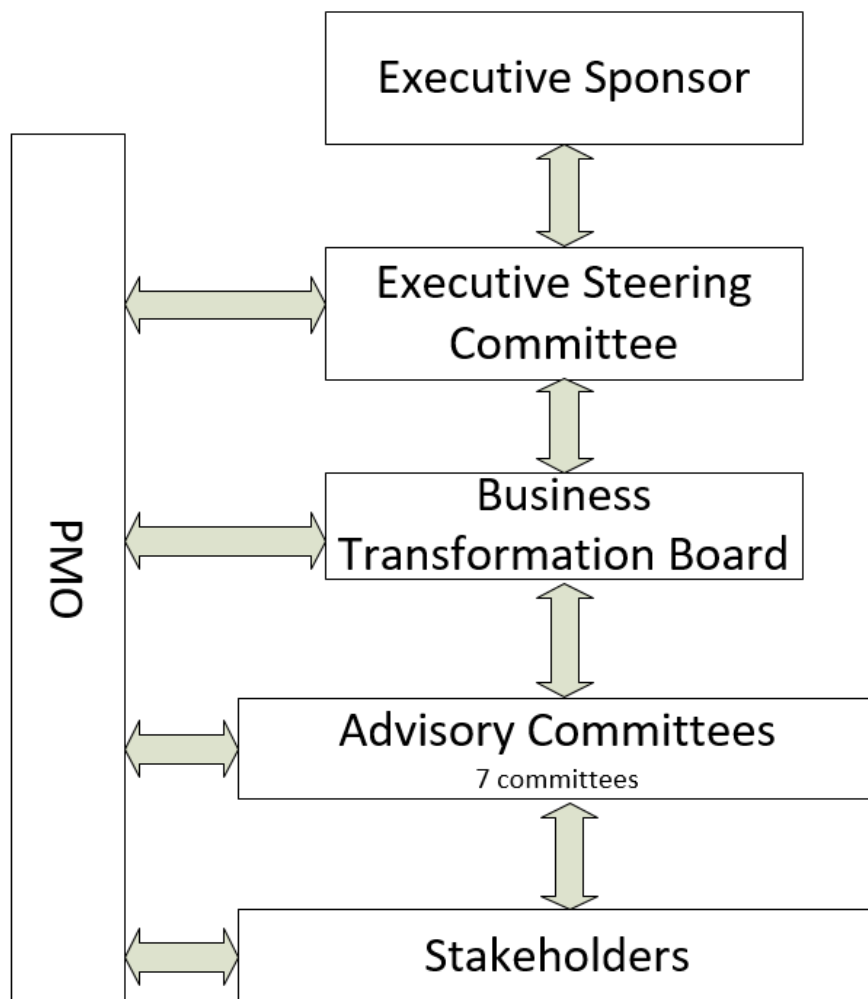
- Enterprise Resource Planning (ERP) – business management software, combines data on an organization’s main resources – its people, money, information and assets.
- Software as a Service (SaaS): A subscription to a cloud-based application service.
- **SaaS Plus – The One Washington term for complementary features available from the SaaS vendor.**
- Highly configurable – Standardized functionality, flexible and adaptable to business needs. No customizing allowed.
- Customization – Traditional approach, requires technical expertise. Business delays, cost and risk of not meeting future needs are common.



# WHAT'S NEW



# New Governance Structure



- Single point of authority and accountability
- Authority to make decisions on any matter escalated by the ESC or Executive Dir.
  
- Manage scope, schedule & budget
- Manage milestones
- Resolve inter-agency issues
  
- Resolve enterprise-wide issues
- Deliver capabilities
- No authority over schedule, scope, budget
  
- Flexible
- Rapid decision making
- No authority to change requirements
- No authority over schedule, scope, budget
  
- All agencies represented
- Decisions at lowest level - efficiency

# Governance (Continued)

## Executive Sponsor

Executive Sponsor  
OFM Deputy Director  
Pat Lashway (OFM)

## Executive Steering Committee

ESC Member  
Deputy Chief of Staff  
Kelly Wicker (GOV)

ESC Member  
Director  
Vikki Smith (DOR)

ESC Member  
Director  
Chris Liu (DES)

ESC Member  
Director  
Tracy Guerin (DRS)

ESC Member  
Director  
Kaleen Cottingham (RCO)

ESC Member  
Director/State CIO  
Jim Weaver (WaTech)

ESC Member  
Asst. Secretary Fin. & Admin.  
Mike North (WSDOT)

ESC Member  
Asst. Director I.T. & Facilities  
Dan McConnon (OFM)

ESC Member  
Deputy Director  
Lou McDermott (HCA)

Ex-Officio ESC Member  
Administrator  
Susan Howson (LEAP)

## Business Transformation Board

BTB Member  
Mariann Schols (DSHS)

BTB Member  
Chris Lamb (OFM)

BTB Member  
Heidi Geathers (DOR)

BTB Member  
Ann Sweeney (DES)

BTB Member  
Doug Vaughn (WSDOT)

BTB Member  
Kris Swanson (SAO)

BTB Member  
Dianne Doonan (DOC)

BTB Member  
Scott West (WaTech)

BTB Member  
Shad Pruitt (STO)

BTB Member  
Steve Reinmuth (LNI)

## Advisory Committees

Organizational  
Change

Financial

Procurement

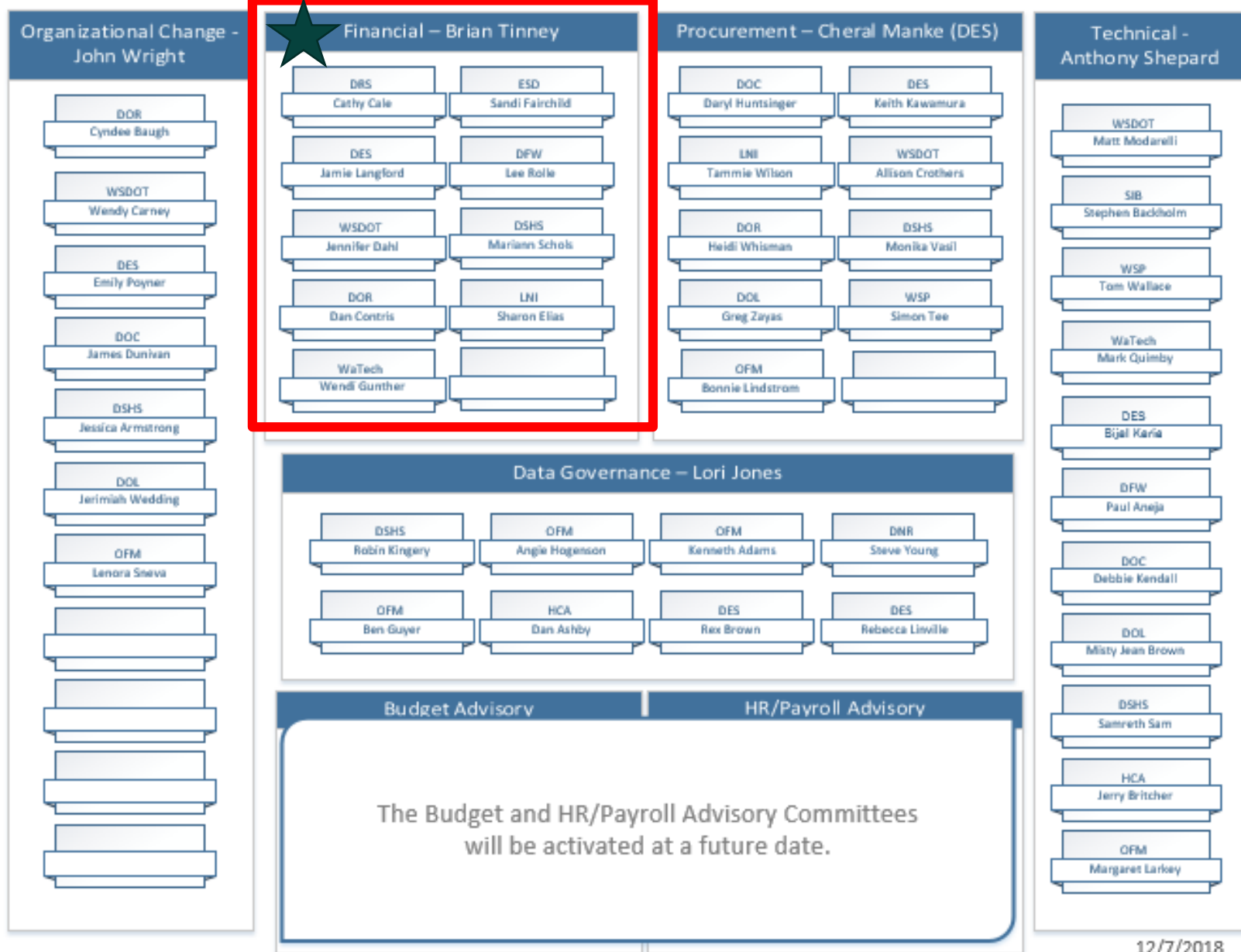
Technical

Data  
Governance

Budget  
Advisory\*

HR/Payroll  
Advisory\*

# Advisory Committees and Members





# Out of the Box Functionality

- General ledger accounting
- Specialized accounting, e.g. project accounting, cost accounting
- Budgetary control
- Accounts payable
- Accounts receivable
- Asset management
- Grant management
- Treasury management\*
- Travel and expense
- Master data, e.g. chart of accounts, payees, customers
- Reporting

- Requisitions and purchase orders
- Contract management
- Receiving
- Sourcing, e.g. RFP, RFQ, RFX
- Supplier Relationship management
- Category management
- Catalog purchasing
- Inventory management
- Master data, e.g. suppliers, commodities
- Reporting



- Payroll
- Core HR functions
- Benefits administration\*
- Position classification
- Time and attendance
- Compensation planning
- Labor relations
- Recruitment
- Development
- Performance evaluation
- Health and safety
- Master data, e.g. positions, job descriptions
- Reporting

- Operating and capital budget
- Revenues and expenses
- Scenario planning and forecasting
- Master data, e.g. appropriations, allotments
- Reporting and monitoring

# Reset

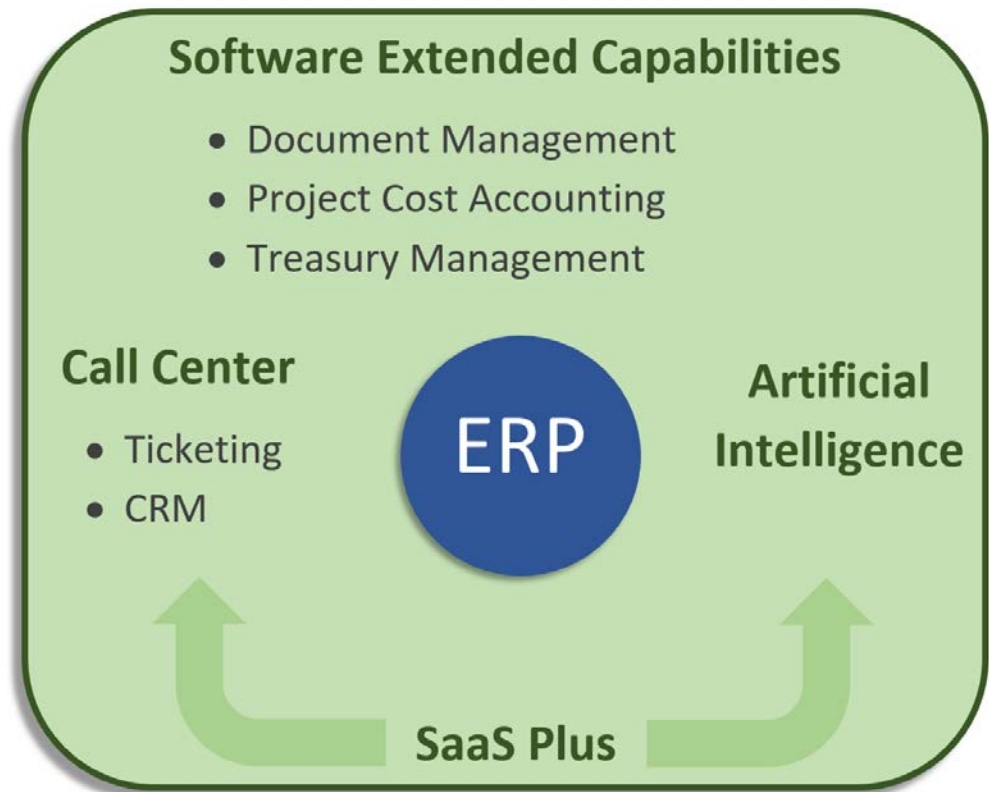
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## Driving factors:

1. ESC decision to pursue SaaS Plus
2. Agency readiness
3. Budget constraints

## Core elements:

1. Conclude SaaS Plus procurement
2. Agency readiness
3. Program readiness
4. Organizational change management



# Reset - Core Elements

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## Conclude SaaS Plus procurement:

- Expand scope to include Budget and HR/Payroll capabilities
- ERP procurement assistance
- ERP expert
- Legal expertise - Assistant Attorney General

## Continue with more in-depth technology readiness activities:

- Complete a comprehensive data gathering initiative
- Update integration plan
- Ensure complete inventory of agency systems and integrations

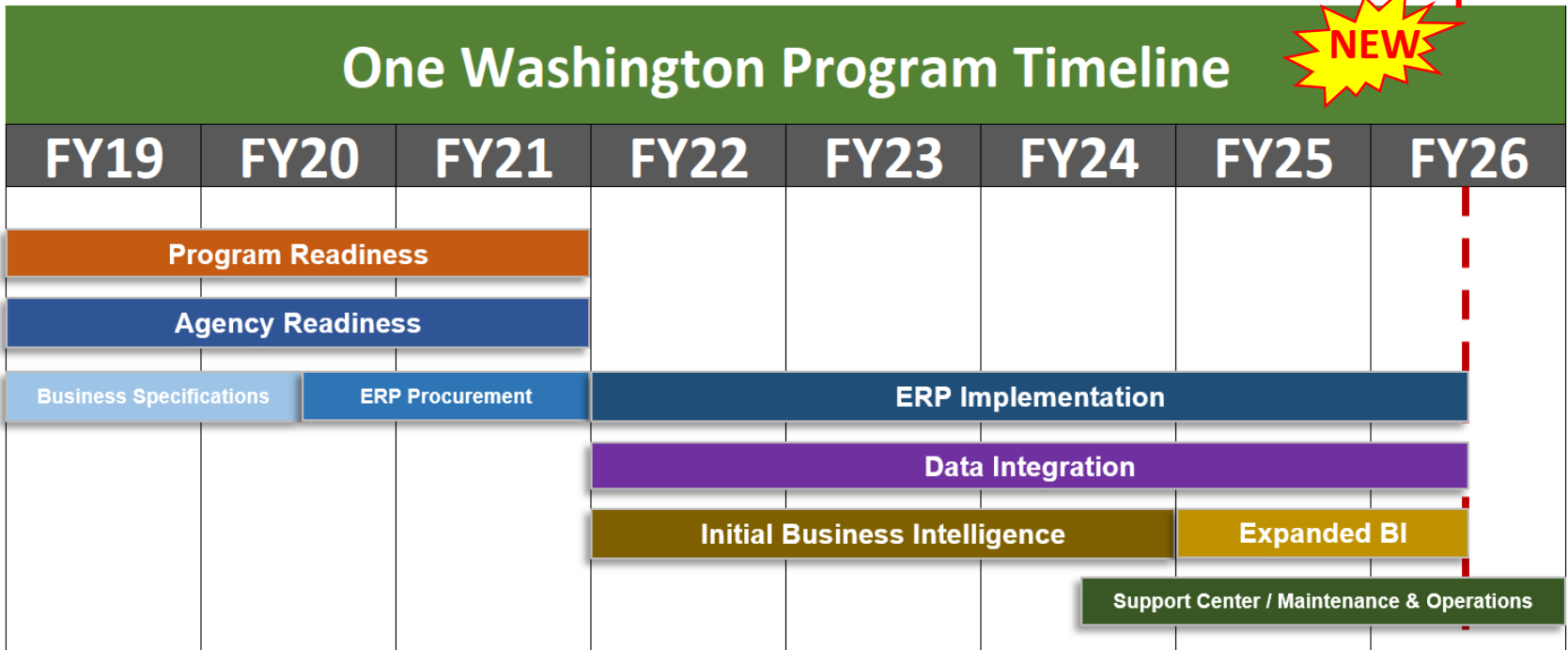
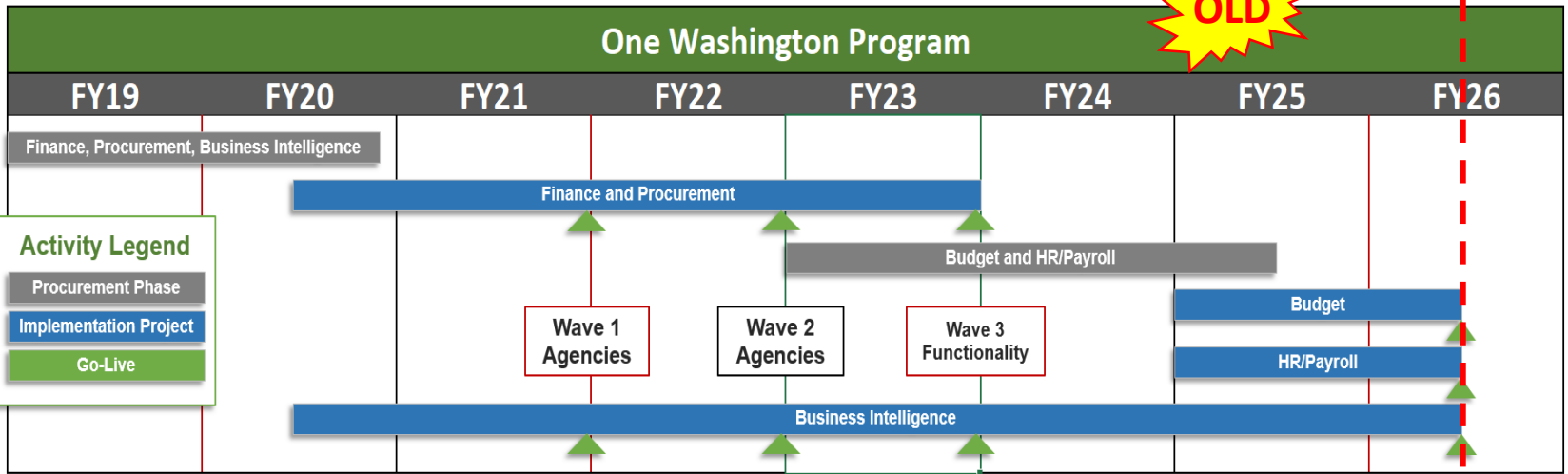
## Build capability for the program:

- Fully staff the Program Management Office
- Add technical expertise:
  - Chief Technology Officer
  - Chief Information Security Officer
  - Consultant support in specialized technical areas
- Implement a model office
- Develop information technology and business operating models

## Organizational change management services with ERP implementation experience:

- Develop a comprehensive change management plan
  1. Baseline agency readiness assessment
  2. Communications plan
  3. Stakeholder engagement plan
  4. Coaching plan
  5. Resistance plan
  6. Training plan
- Benchmarking study
- Document current agency processes
- Agency change management pool

# Reset – Program Schedule



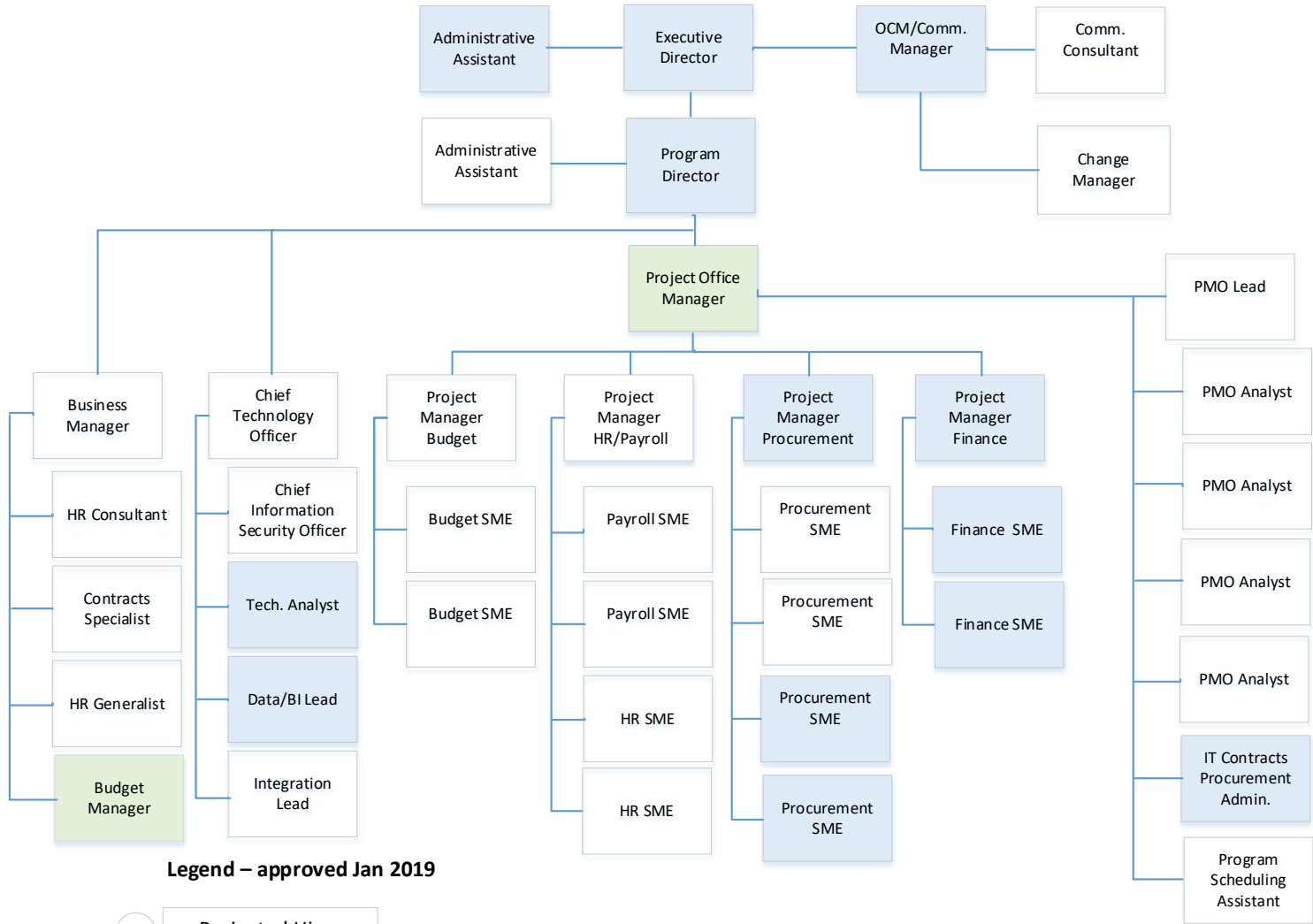
# Biennial Budget

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## 2019-21 Decision Package:

\$3,298,000	One Washington	One Washington Program
\$29,344,000	Business readiness activities	
\$24,500,000	Agency change management	Agency Pool
<u>\$3,000,000</u>	Transportation change management	
\$60,142,000	Total	

# Staffing



Legend – approved Jan 2019

- Projected Hires
- Current Staff
- Contract Staff

# Communications

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- Communications director
- Complete overhaul of website in two phases
- Expanding to social media platforms
- Proactive outreach to stakeholder groups
- Feedback loops

# Key Takeaways

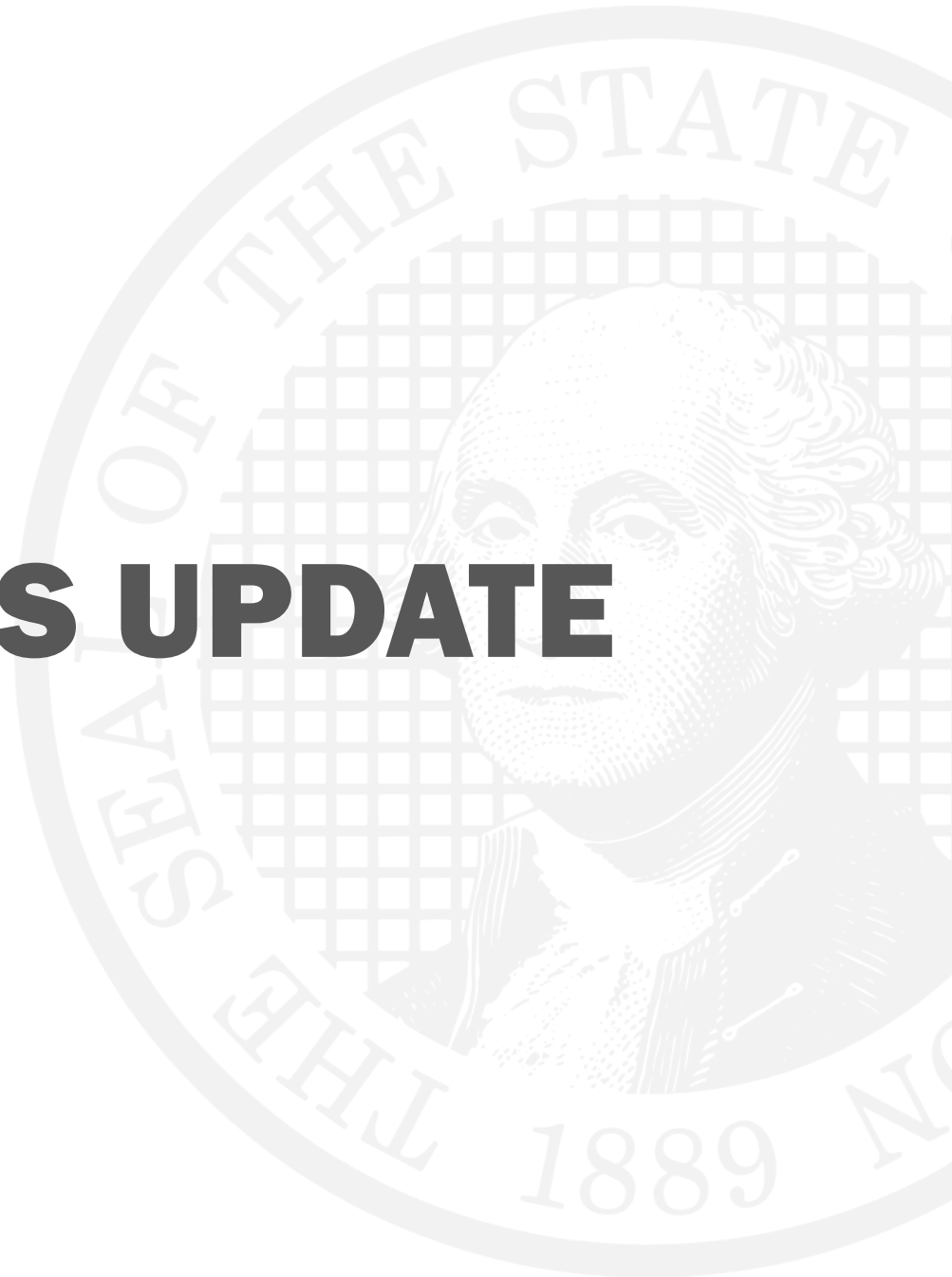
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- Funding support is critical
- New key leaders
- Schedule is different – end state timing is the same  
*“Move slow to go fast”*
- Overall program objectives are the same
- Solution is now “SaaS Plus”
- Governance structure more stream-lined at the top
  - More inclusive of agencies, business skills and technical skills at the business transformation board and the advisory committees
- Communications improving

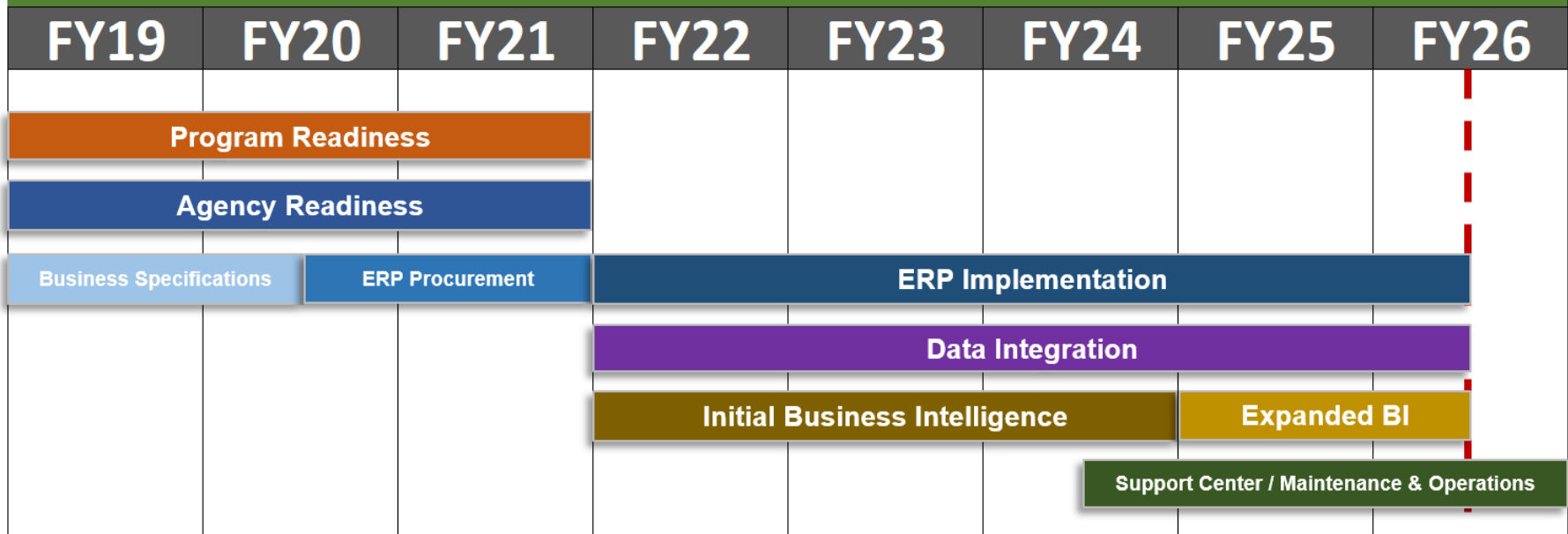




# READINESS UPDATE



# One Washington Program Timeline



# SaaS Procurement Readiness Activities

## Business and Technical Capabilities Definition

- Complete the Finance user stories/use cases
- Complete the Procurement user stories/use cases
- Develop initial draft core business capabilities for HR/Payroll and Budget
- Complete HR/Payroll business capabilities
- Complete Budget business capabilities
- Complete HR/Payroll user stories/use cases
- Complete Budget user stories/use cases

## ERP Procurement

- Refine the Competitive Procurement Process (CPP) with a contractor subject matter expert
- Complete the CPP process to select a SaaS+ solution
- Announce ASV
- Execute contract process
- Onboard ASV project team

# Program Readiness Activities

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## Enterprise State Business Process Readiness

- Readiness Framework definition and process development
  - Program will create an Enterprise Business Process readiness companion guide and templates
- Statewide Enterprise Business Process Readiness planning development and management
  - Complete chartered Finance Readiness initiatives
    - Standardize State Enterprise business processes
  - Complete Chartered Procurement Initiatives
    - Standardize State Enterprise business processes
  - Complete Chartered HR/Payroll Initiatives
    - Standardize State Enterprise business processes
  - Complete Chartered Budget Initiatives
    - Standardize State Enterprise business processes

# Program Readiness Work Stream Activities - continued

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## One Washington PMO

- **Program Operations**

- Program Contract and State Staff Positions filled
- Onboarding, training and orientation of contract staff and state staff
- Organizational development planning and training
- Secure funding to meet program needs
- Project Management core methodologies implemented

- **Organizational Change Management**

- Enterprise level OCM planning and management (Communications, Coaching, Resistance)
- Stakeholder engagement planning and management

- **Program Governance**

- Clarify, plan and formalize Advisory Committee and Business Transformation Board work, responsibilities and process administration
- Develop a cadence, calendar and agendas for Advisory Committee and Business Transformation Board meetings

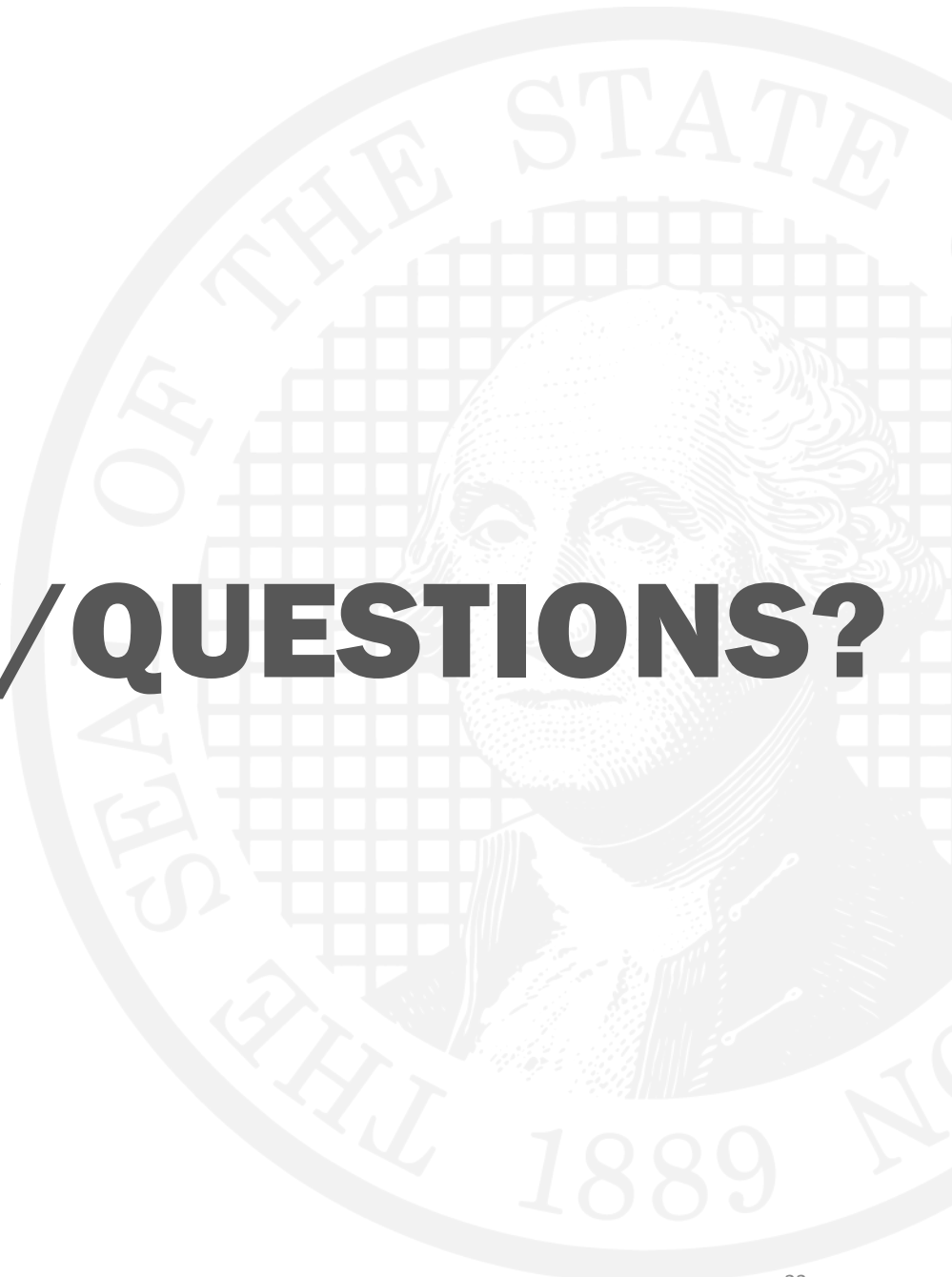
# Agency Readiness Activities

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- Develop and execute an agency ERP Implementation Readiness plan
- Readiness plan project initiatives definition and process development
  - Complete comprehensive data gathering Initiative
  - Complete comprehensive agency system inventory update
  - Complete comprehensive data gathering of agency integrations
  - Plan agency change management engagement and support process
  - Standardize agency level business processes
  - Refine, cleanse and condense data and clean up current data systems



# SUMMARY/QUESTIONS?





## **FOR MORE INFORMATION:**

Website: [one.wa.gov](http://one.wa.gov)

Email: [onewa@ofm.wa.gov](mailto:onewa@ofm.wa.gov)

## **TO PROVIDE FEEDBACK:**

[onewa@ofm.wa.gov](mailto:onewa@ofm.wa.gov)



**One Washington**  
A Business Transformation Program

