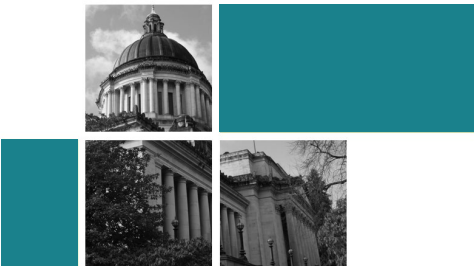


February 25, 2021

FMAC Presentation

One Washington OCM Update



Organizational Change Management (OCM)



What is OCM??

The goal of organizational change management (OCM) is to address the people component to:

- ✓ Help staff and leaders understand why the change is needed & how their jobs or activities will be different
- ✓ What employees and leaders can do to prepare for the change
- ✓ Achieve the desired business outcomes as soon as possible



Organizational Change Management Overview

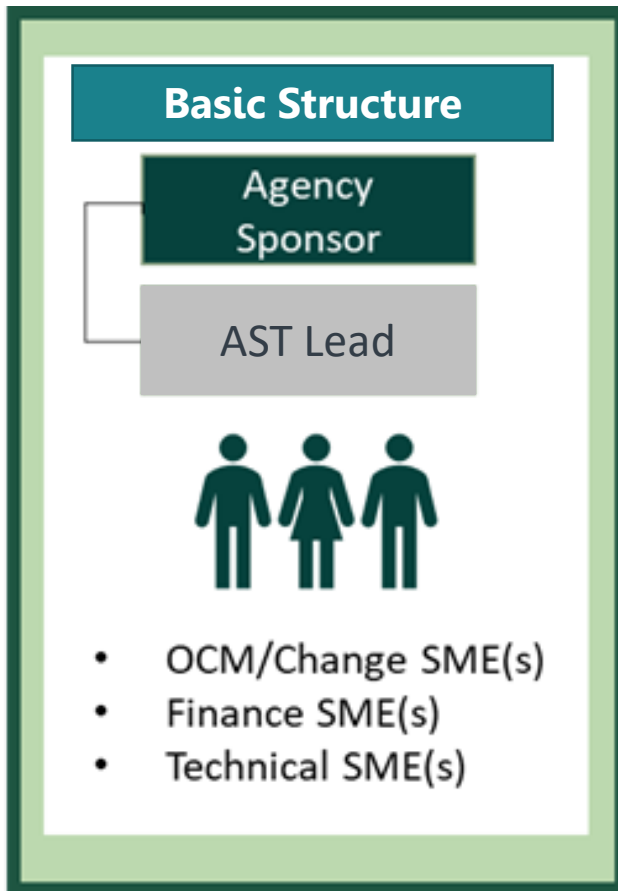
OCM focuses on the following areas to help leaders and staff transition to new processes and the Workday solution:

- 1. OCM Program & Plan:** Activities, guidelines, and a roadmap to **implement an effective OCM program** for OneWa. Also includes Key Performance Indicators to enable leaders to **measure progress** towards OneWa goals
- 2. Agency Readiness:** Prepare **people, processes, and technologies** for OneWa. Support the agencies with the information, tools, and knowledge they need to prepare for OneWa primarily through the Agency Support Team (AST).
- 3. Change Impact Assessment:** Identifying the people, process, and technology changes as a result of implementing Workday and standardizing processes.
- 4. Communications & Engagement:** strategies and plans to **effectively share information and collect feedback** from all stakeholder groups.

In future months, OCM will include additional readiness and training activities.

Agency Support Team (AST) Network

Purpose: help agencies learn about important information, and complete people, process and technology readiness activities required for the successful implementation of Workday.



Agency Sponsor – The person accountable for the business transformation within the agency and to provide the resources necessary to complete program activities.

AST Lead - The person who organizes, coordinates and tracks the completion of program activities.

OCM/ Change SME(s) Individuals who lead people readiness activities (including communications and training).

Finance SME(s) – Individuals who are experts in each of the finance process areas impacted by the program.

Technical SME(s) - Individuals within each agency who will support and assist with activities (e.g. integrations, system remediation, updates, etc.) that require technical expertise during the implementation.

Agency Readiness Checklist (ARC)



What is the ARC? An individualized checklist of upcoming activities that each agency needs to complete.

- Each agency will have their own “curated” checklist of activities that apply to them.
- Updated monthly
 - New activities added monthly
 - Agencies provide status updates monthly (more details on next slide)
- Benefits
 - Consolidated people, process, and technology readiness activities into one place
 - Provides information about how much work is upcoming so that agencies can plan ahead
 - Helps agencies “stay on the same page” with OneWa about readiness activities they should be doing



Consolidated “Master File”

Agency	Activity	Due Date	Status	Owner	Comments
...

Includes all agencies and all tasks (managed by the OCM Team but accessible to all program members)

Agency Readiness Assessment 2

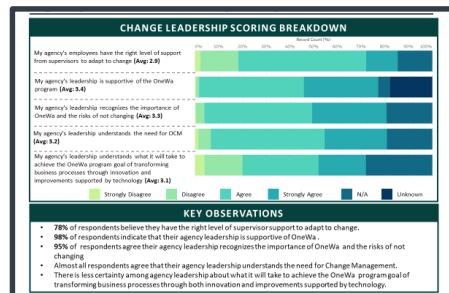
What to Expect in Readiness Assessment #2

Key Differences from Last Year:

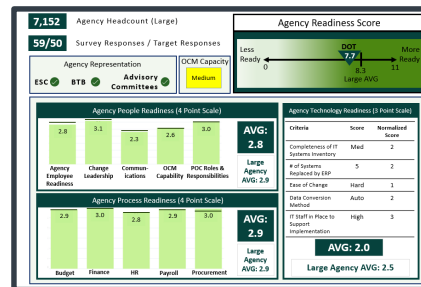
- **Fewer questions** – Readiness Assessment #2 will include about half the questions than last year's Baseline Readiness Assessment Survey
- **Fewer open text questions** – Utilize more of a four-point Likert scale scoring

What Is Staying the Same:

- Our people and finance/purchase-to-pay questions will mostly be the same so that we can do an **“apples-to-apples” comparison of data**
- No technology readiness survey questions; **will be using systems inventories and ARC for scoring**
- Development of **agency scorecards** to summarize the results of the Readiness Assessment
- **Target response numbers** based on agency size:
 - Fewer than 200 people = 5 responses
 - Between 201-1,000 people = 10 responses
 - Over 1,000 people = 15 responses



Survey Data & Analysis



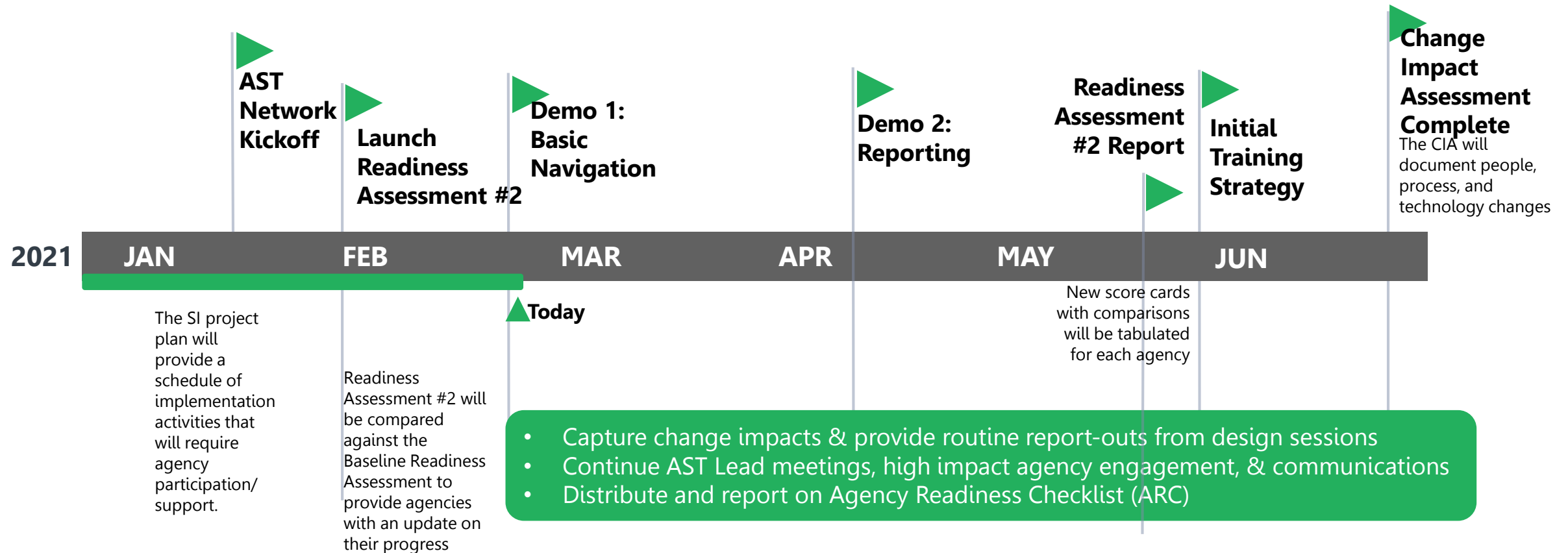
Agency Readiness Scorecards



Outcomes

Upcoming OCM Milestones

The OCM milestones below provide additional details on OCM activities in progress.



Available Resources

1 NANO LEARNING #1: LEADING CHANGE (<https://youtu.be/zSFuHBSY8Ds>)

Purpose: Learn about Organizational Change Management (OCM) and why it's important, walk through the One Washington OCM methodologies, as well as impacted staff and what you can do to support and prepare them from an OCM perspective.

Intended Audience: AST Leads to share the video with finance/accounting managers and IT managers (if your agency has technology impacts)



2 JANUARY 2021 NEWSLETTER

Read about:

- Recent program accomplishments
- Upcoming activities and meetings
- DSHS Agency Spotlight: Q&A with Mariann Schols



3 FEBRUARY AST TALKING POINTS

Read about:

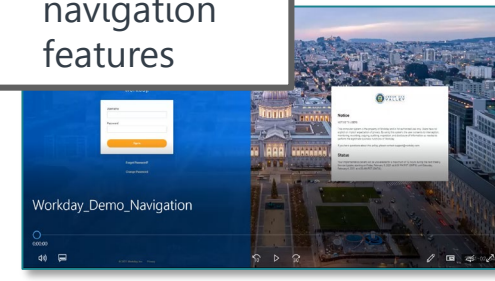
- Making Workday tangible
- Increasing stakeholder confidence
- Increasing visibility and participation



4 WORKDAY DEMO #1: BASIC NAVIGATION

Learn about:

- Workday basic navigation features



WORKDAY DEMONSTRATION

This 7-minute demonstration shows basic navigation in Workday in a generic Workday environment.

<https://youtu.be/B1hYFpEJeOs>

Questions?



If you have any feedback, comments, or questions, please contact us
at:

OneWa@ofm.wa.gov

eLearning

Currently Available on OFM's Webpage:

- [General Ledger Basics](#) (90 minutes)
- [1099 Misc. and NEC Form Data Analysis](#)
- [Capital Assets Policy Review](#) (60 minutes)
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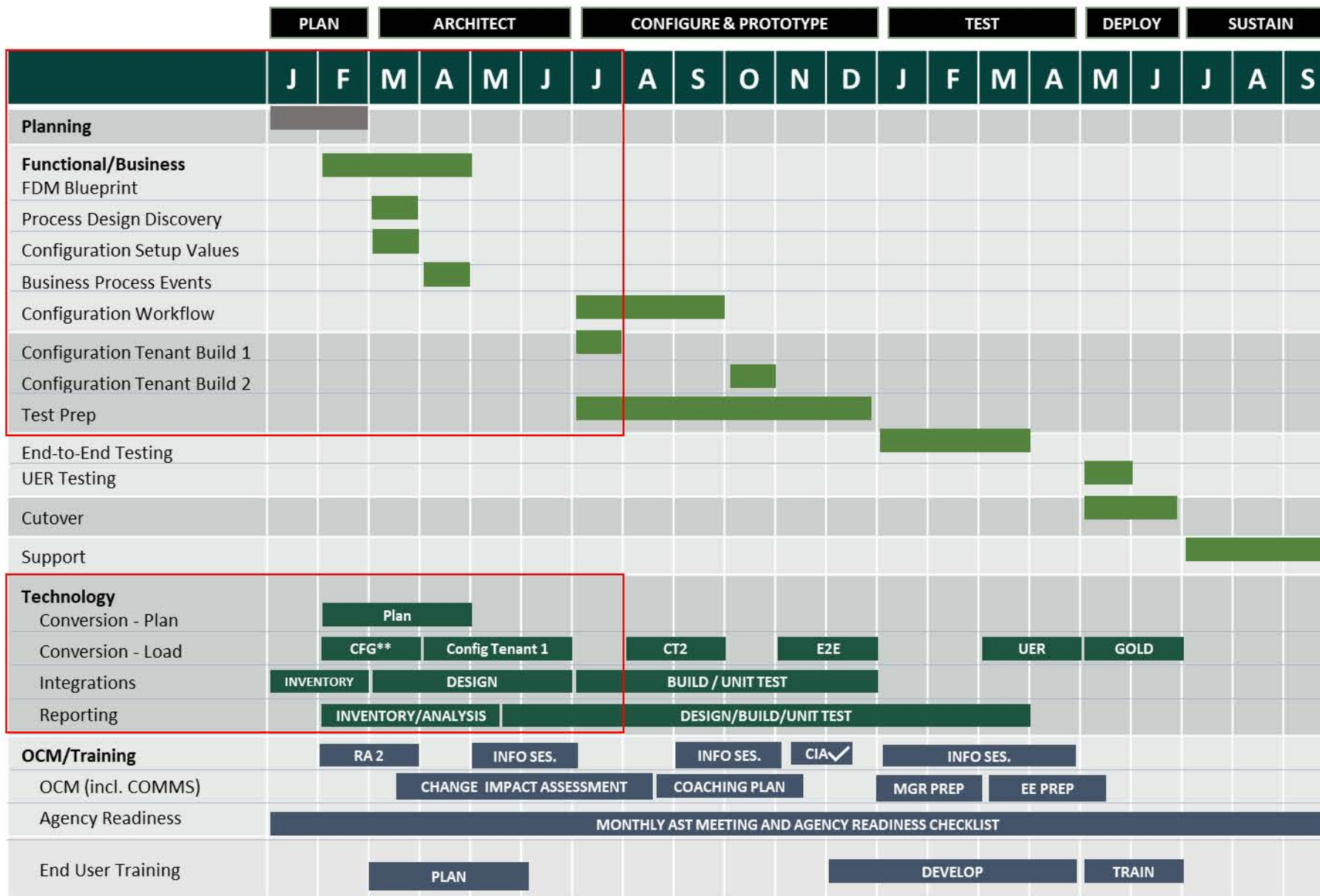
February 25, 2021

Design Overview

Speaker – Ed Nieskes



Phase 1A Timeline (Working Draft)



Process Design Overview

What it is

- Phase to define, document, and obtain agreement on the future state business processes.
- Workshops to review, validate and confirm integration points, reports, data elements, and configuration.
- Refinement of One WA System's future-state business processes.
- A phase to define change management, org design, and training and communications guiding principles.

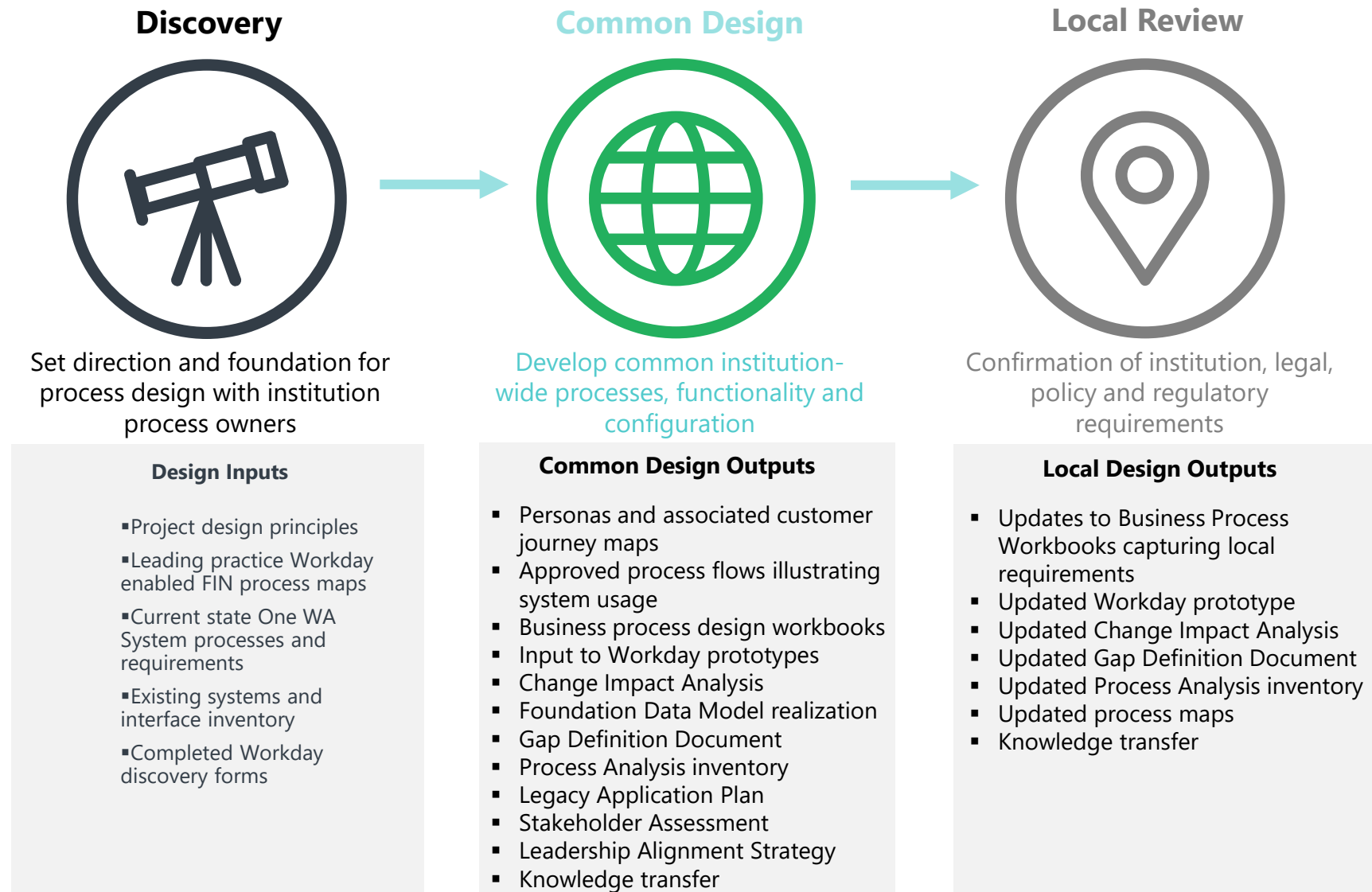


What it isn't

- A lift and shift of each institution's current state processes.
- A phase to design processes that do not impact most of the institutions (e.g., exception processes).
- A phase to define new programs, policies, or practices.
- A phase to make staffing and/or organization recommendations or decisions.



Process Design Overview



Process Design Overview



Who

- Who can start the process?
- Who can act on each of the process steps?
- Who gets notified?



What

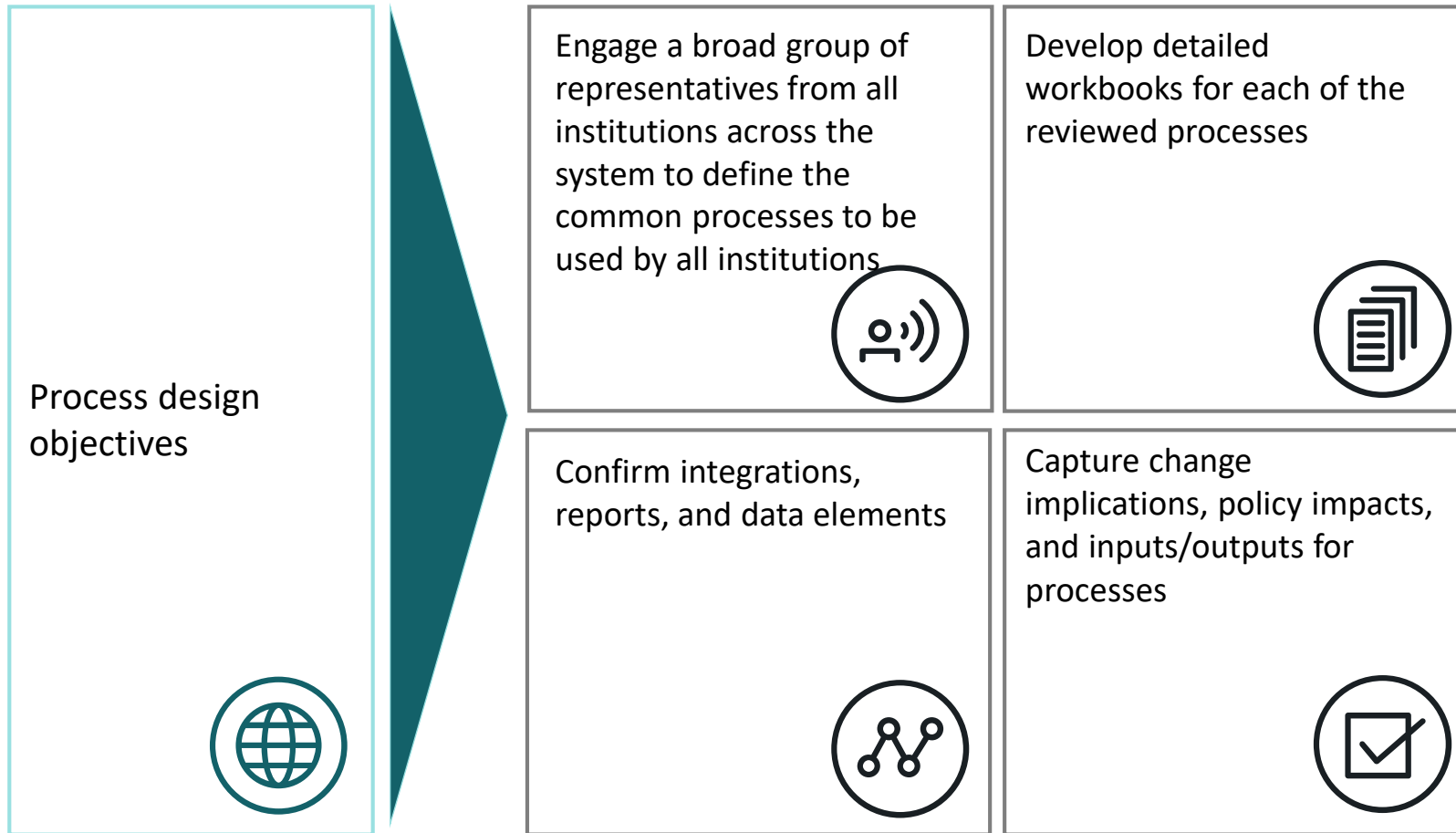
- What are the steps in the process?



When

- When are the steps performed?
- When is each step due?
- When is the overall process due?

Process Design Objectives

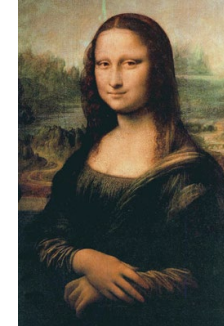


System Integrator | Approach

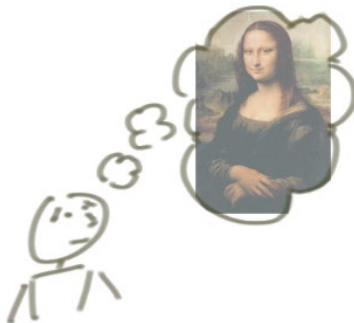
Agile/iterative approach vs. Waterfall approach.

What do we mean by iterative & incremental?

An agile approach builds *iteratively* as we refine the product; this means we will have a rough draft to start with and refine further with an increase in details.



A waterfall approach requires the solution to be built one piece at a time; building incrementally also calls for the need to have the full idea formulated at the very beginning.



Process (Finance) Readiness Activities

Included below are near-term agency activities related to process readiness and workload required to support One Washington.

Activity	Due Date	Description	How it will improve agency readiness for One Washington
Review/ Update COA	3/1/2021	<ul style="list-style-type: none">Review, verify, and update COA elements <u>not listed</u> in the COA manual that needs to be considered during redesignReview, verify, and COA elements <u>associated with any applications</u> that may be decommissioned that need to be considered during redesign	Completes the full review of all COA-related items to help with creation of the FDM
Attend Design & Discovery Sessions	February - June	Design and discovery sessions will entail stakeholder and agency engagement and input in the creation of the Workday product for the state	Engagement in design and discovery will allow agencies to help shape the system and provide them with hands on understanding of Workday in the process
Attend Foundation Data Model (FDM) Blueprinting Sessions	February - June	Foundation Data Model (FDM) Blueprinting sessions will help with the design of the new Workday chart of accounts the full Workday data structure and individual segments of the chart of accounts	Engagement in building the FDM will allow for agencies to simultaneously develop and learn the new model that will be employed in Workday



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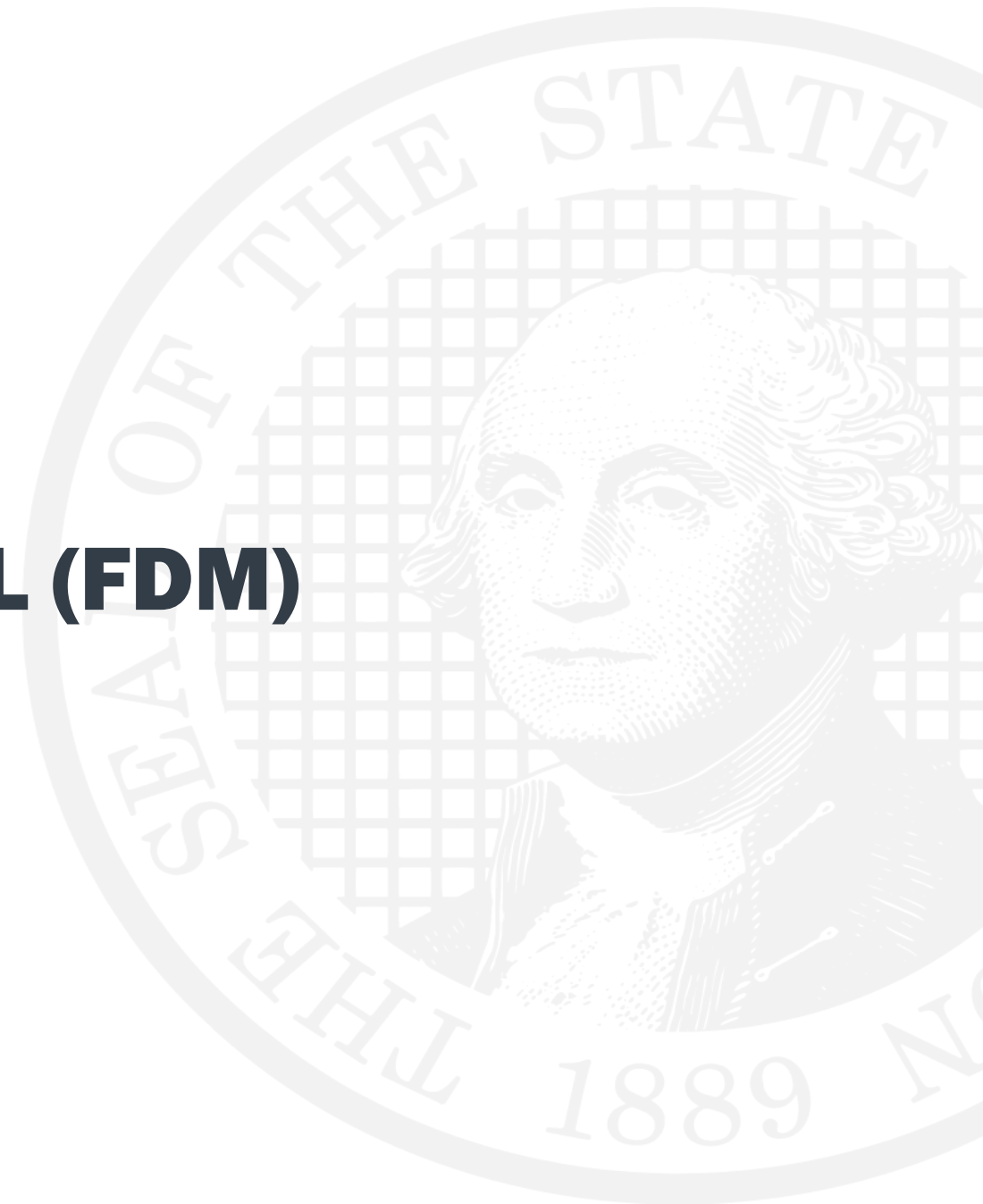




February 25, 2021

FOUNDATION DATA MODEL (FDM)

Overview and Discovery Process



Private and Confidential

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AGENDA AND OBJECTIVES

AGENDA

- *FDM Overview*
- *Demo*
- *FDM Concepts*
- *FDM Design Process Overview*
- *Q&A*

OBJECTIVES



Continue education around Workday
FDM concepts



Visualize FDM dimensions and how
it's used within the system

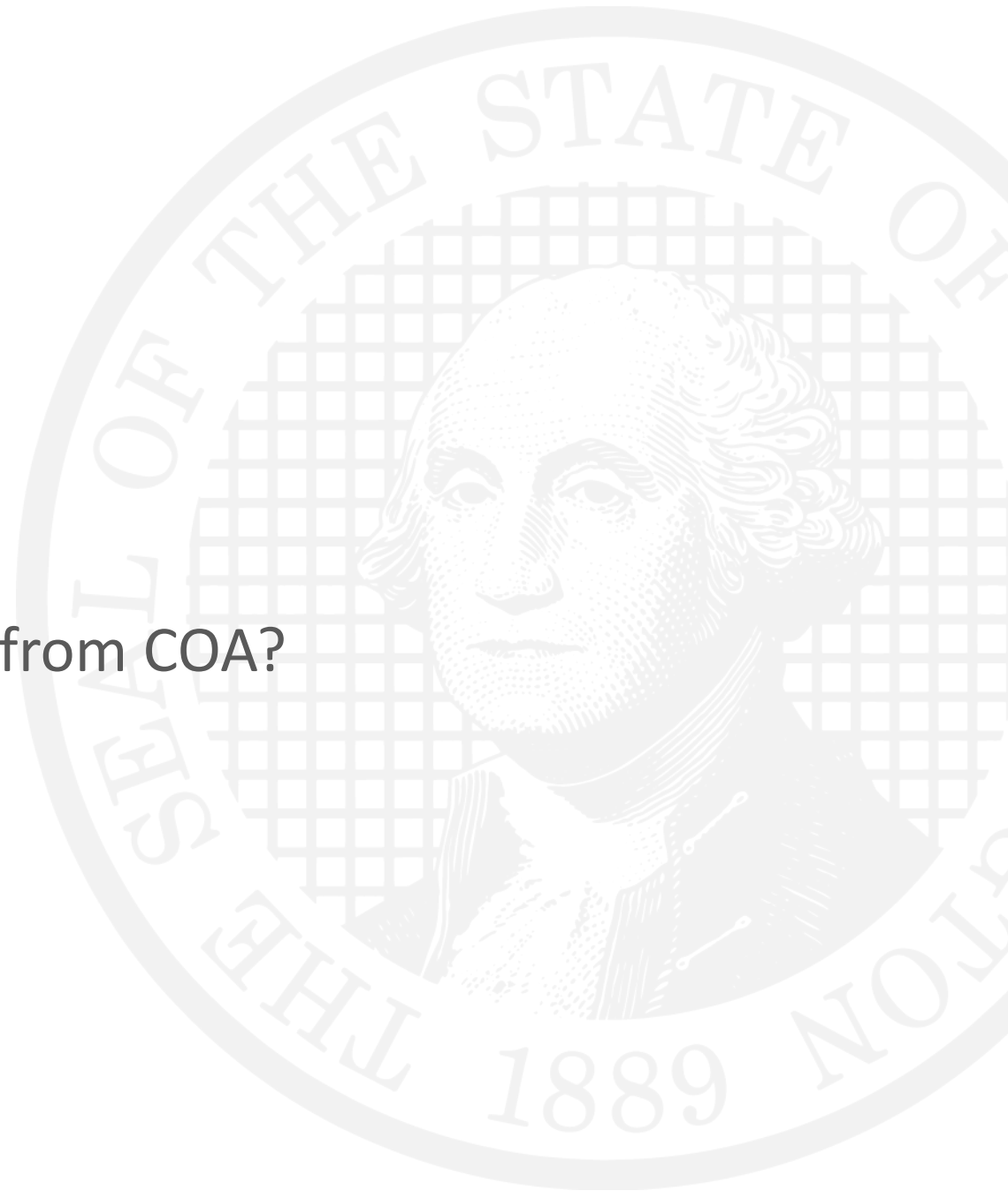


Continue understanding of the
Workday FDM design process



FDM Overview

What is the FDM and how it's different from COA?

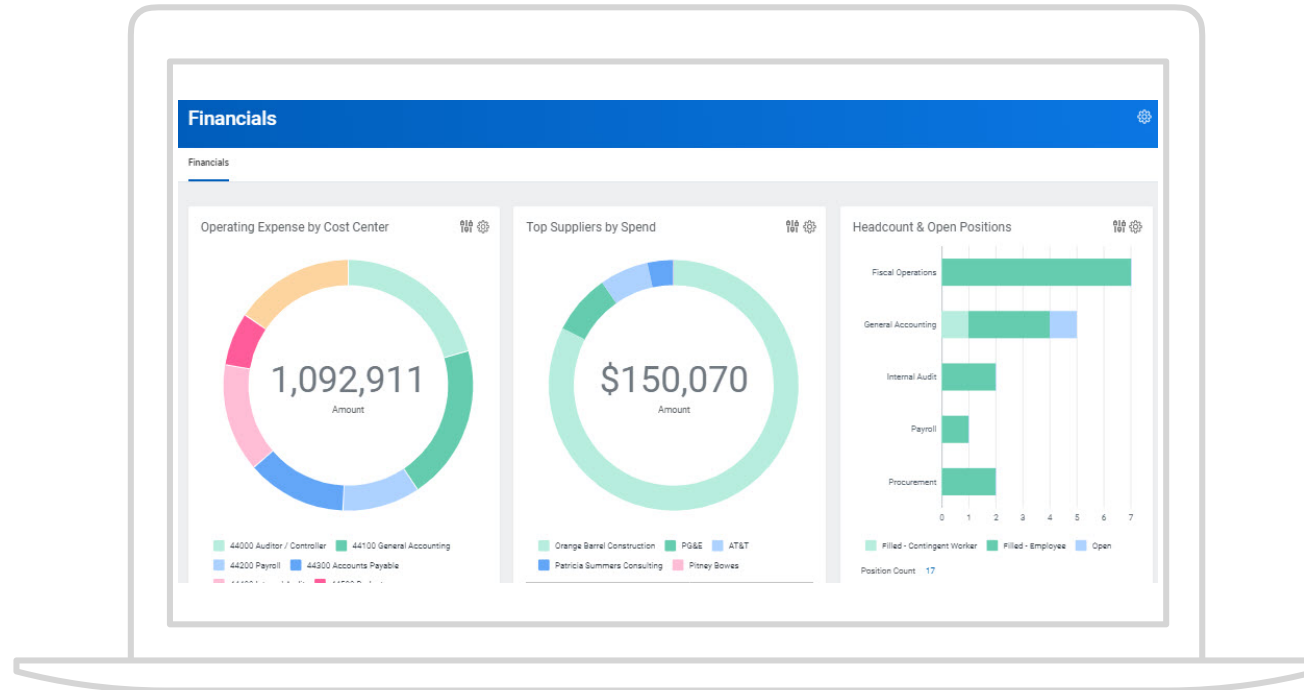


WHAT IS THE FDM?

The Foundation Data Model or FDM is the data model used across Workday Financials and HCM that establishes the foundation for transaction processing and reporting.



Analyze business dimension tagged on a transaction



Ability to report on any (or multiple) worktags



Minimize natural accounts by utilizing worktags to provide detail

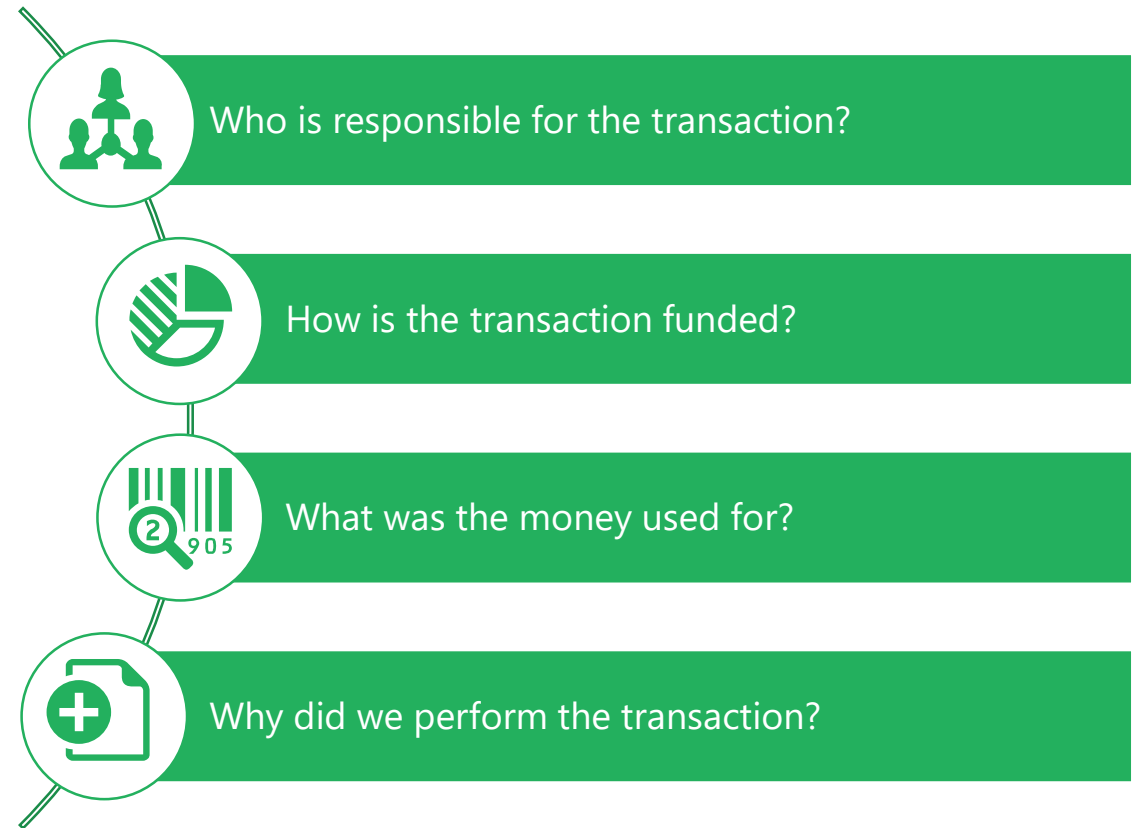


Creates flexibility by utilizing combination of worktags

HOW IS THE FDM DIFFERENT FROM A TRADITIONAL COA?

The FDM is Workday's term for chart of accounts. The FDM provides the ability to meet core accounting reporting needs and add additional information to support management reporting needs to each transaction that results in the ability to answer the following questions.

- More than object/sub-object codes, **includes operational data** dimensions (supplier, customer, grantor, employee, etc.)
- A **multidimensional structure** where all transactions are impacted by the FDM
- A **flexible** way to define dimensions that are relevant to different areas of the business
- Allow users to **tag** their transactions by **business dimensions** that are relevant to each area of the State
- A framework to support **all financial and management reporting** across the State and flexibility to meet agency requirements

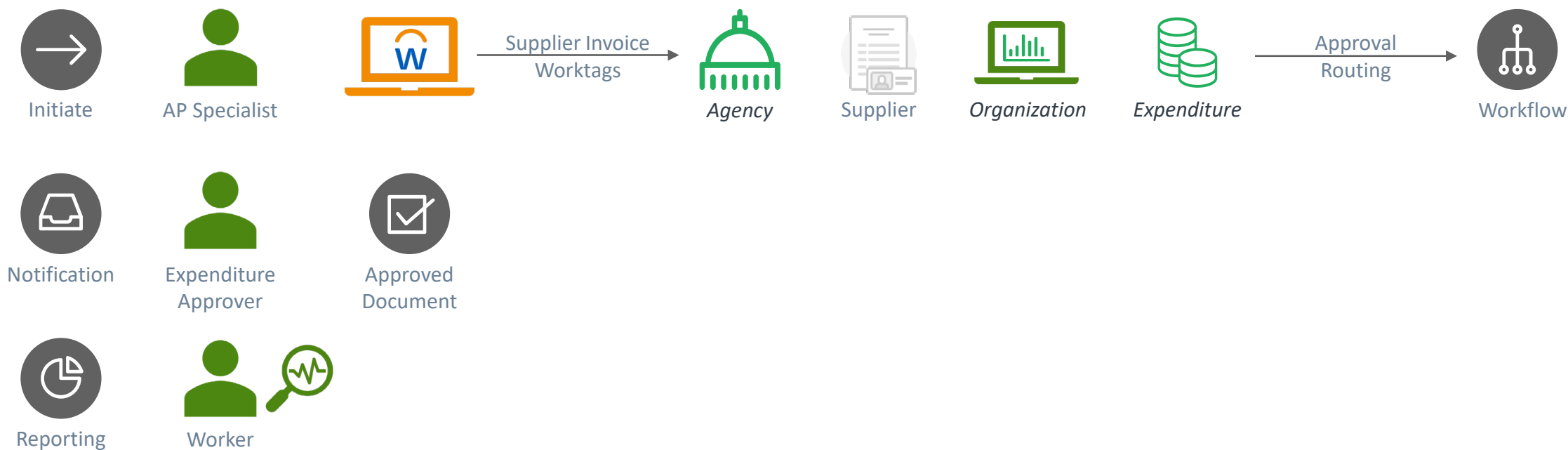


DEMO 1 | AGENCY OPERATING BUDGETED EXPENDITURES



These reports provide information regarding an agency’s operating expenditures by program, object of expenditure, and source of funds, and FTEs.¹

- As an AP Specialist, I need to manually record a non-PO Supplier Invoice for an expenditure that’s charged to an Agency organization (division, department, or unit) so that the associated program and source of funds is derived and automatically routed to the appropriate approver based on fiscal approval authority in order to be paid (settled) and available for reporting and analysis.



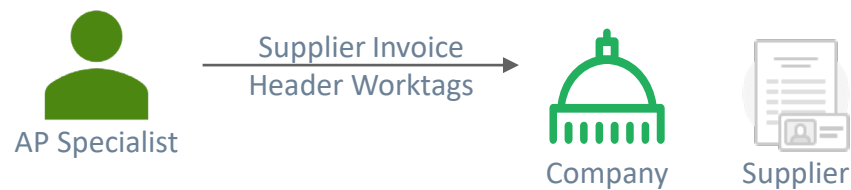
Note:
1. [Operating Budgeted Expenditures | Office of Financial Management \(wa.gov\)](#)

SPEND DISTRIBUTION FDM DIMENSIONS

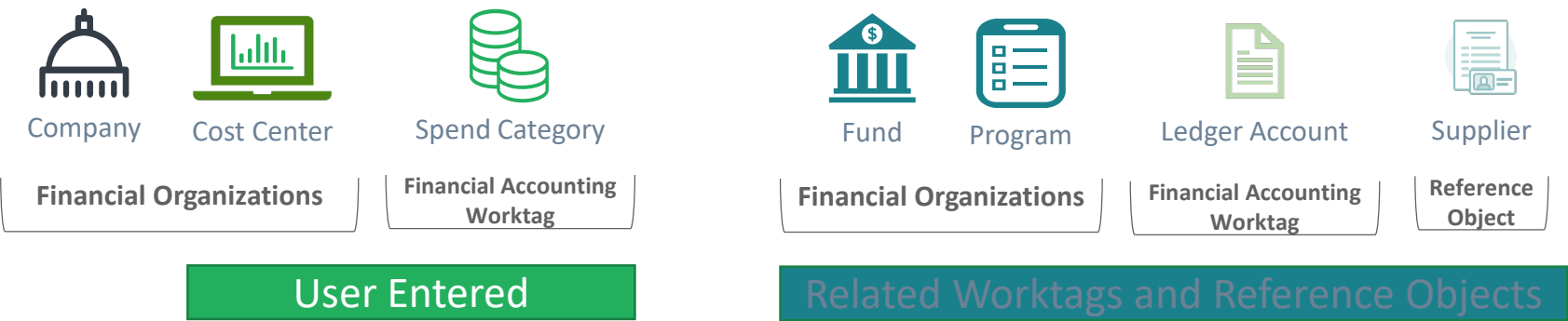


Illustration of the delivered worktags entered and derived on a supplier invoice transaction where the cost center is the driver-type organization worktag.

- Workday redefines the concept of a code block by allowing users to tag their transactions by business dimensions that are relevant to each area of the enterprise, thus creating enriched data to satisfy financial reporting requirements as well as management reporting needs, while moving away from the traditional code block structure.



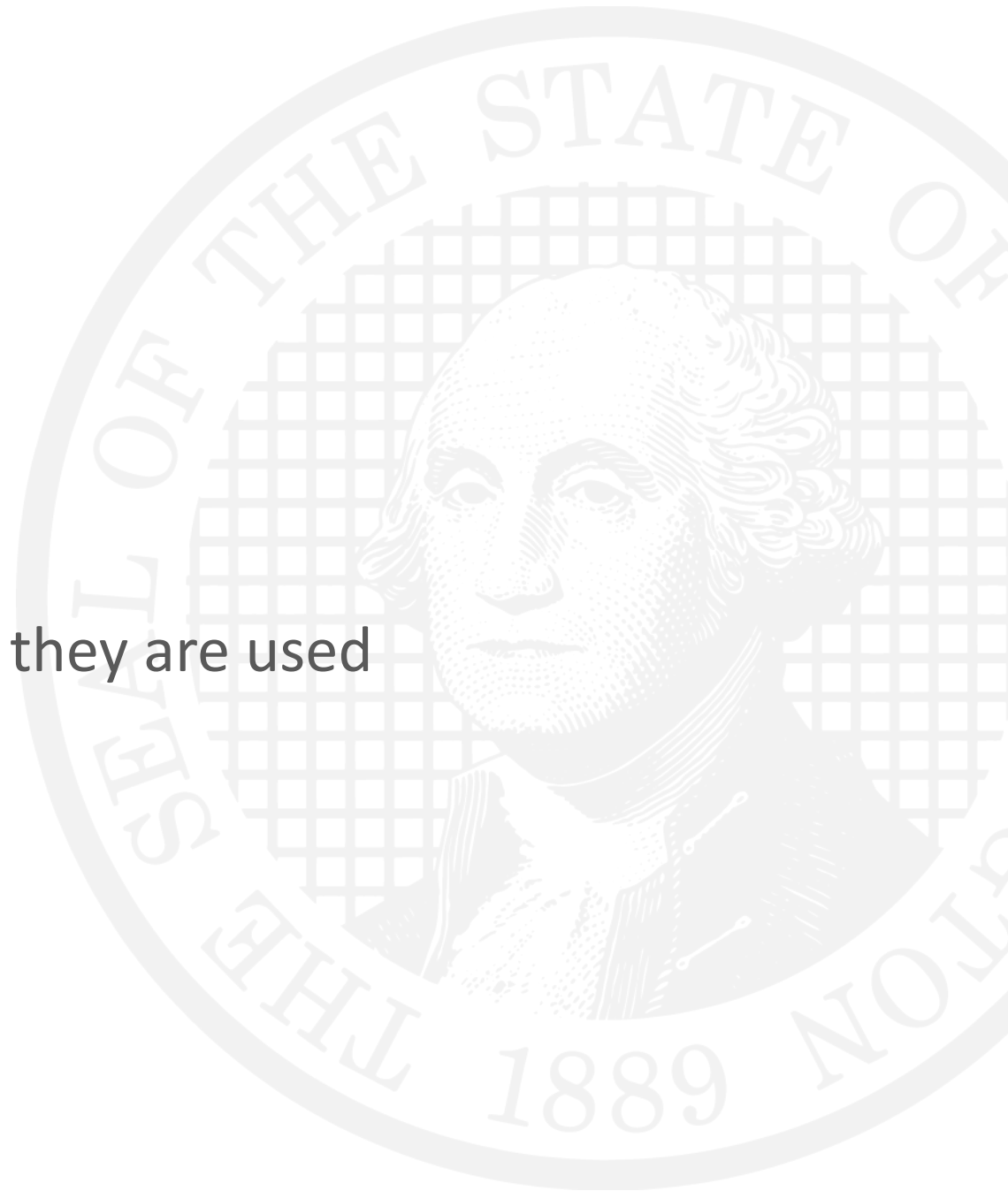
- Spend Distribution Accounting Journal Line Worktags.





FDM Concepts

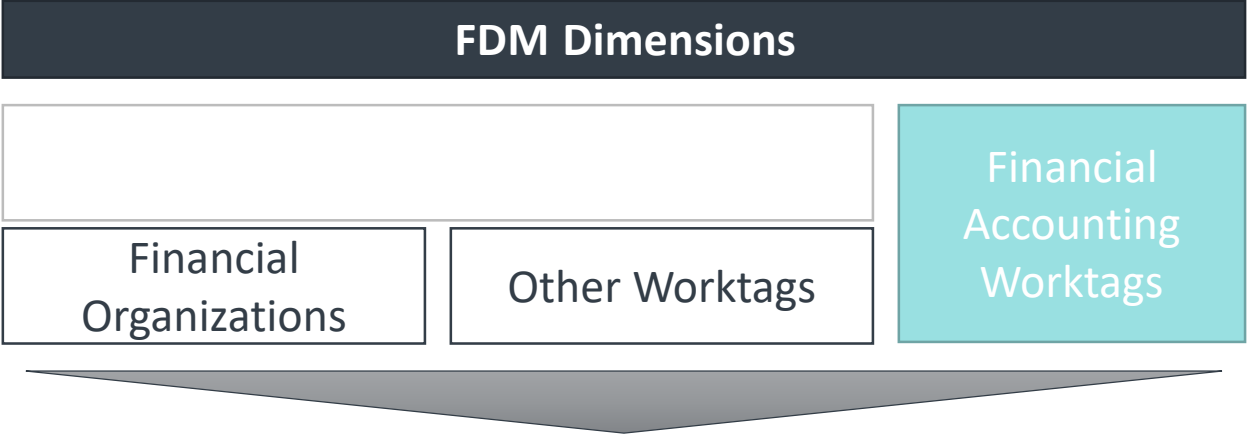
What are the delivered values and how they are used on different types of transactions?



FDM REPORTING DIMENSIONS OVERVIEW

FDM dimensions or **worktags** are **keywords or dimensions** that you **can assign to transactions** and supporting data to make the business purposes clear and establish common relationships through classification. Classification provides a **multidimensional view** of the State's business operations through reporting that can be **acted upon**.

- **Organization Worktags** are building blocks for managing information that are both financial and non-financial; can be organized into **hierarchies** and **roles** and **security** can be assigned
- **Other Worktags** provide quick way to capture additional information that can be used for reporting



Describes the nature of the transaction to support financial and management reporting across the State

Allows users to tag their transactions by business dimensions that are relevant to each area of the State while providing a framework to support financial and management reporting across OFM and the agencies

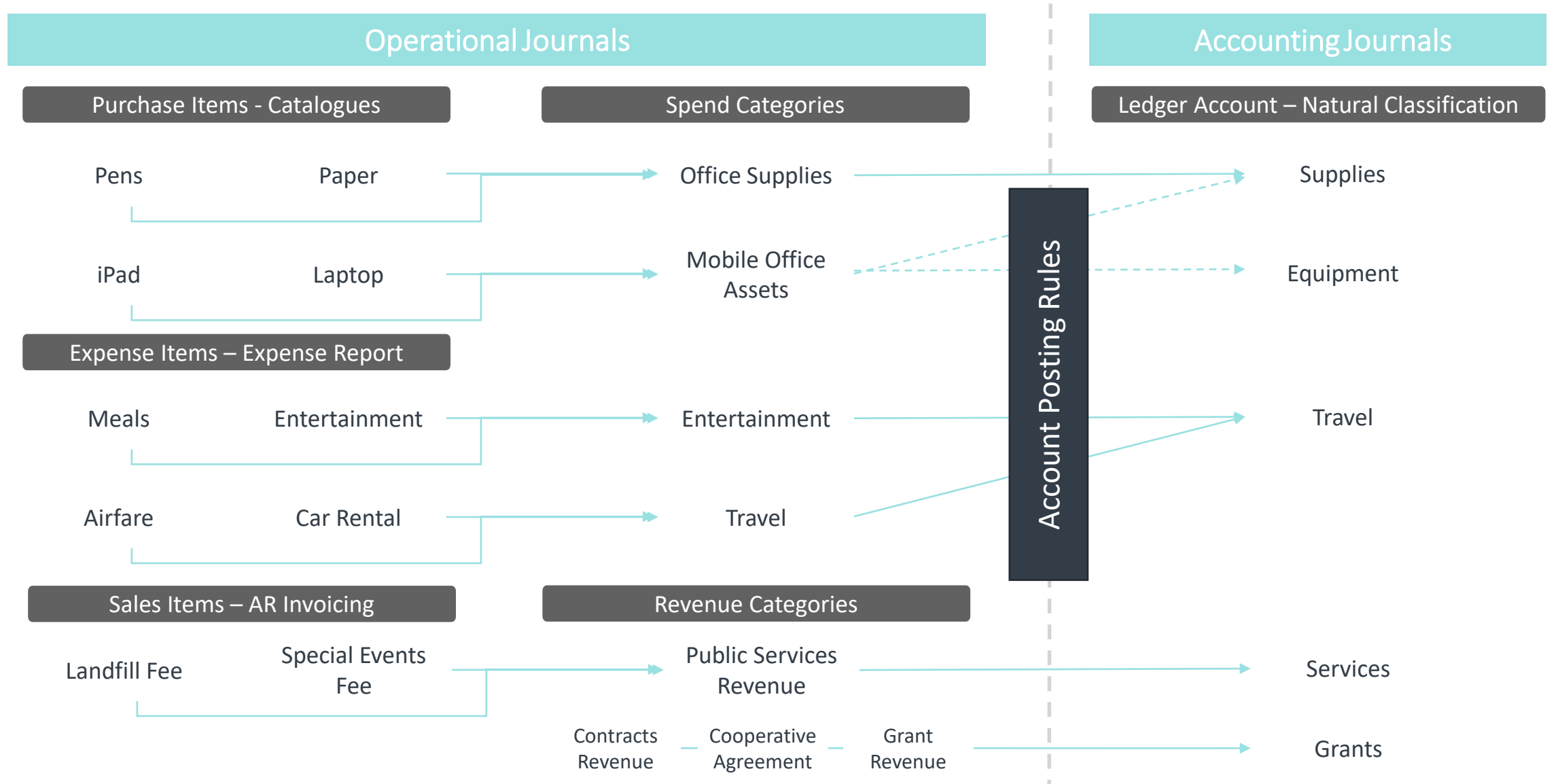
FDM REPORTING DIMENSIONS | SOURCE OF FUNDS

FDM Dimensions	
<div>Financial Organizations</div> <ul style="list-style-type: none">▪ Company – legal entity (generally), required on all transactions, balancing enforced at this level, ledger accounts linked to companies. Primary organization type used by Workday Financials.▪ Delivered Organizations<ul style="list-style-type: none">○ Business Unit – define line of business or operating unit, some limitations include no effective dates or related worktags○ Cost Center – departments of the agency/division where activities are tracked; typically, where workers and their costs are assigned○ Fund – self-balancing set of accounts, segregated for specific purposes or fund restrictions and limitations○ Gift – enables endowment accounting in Workday using the unitized method or used without endowment accounting to track spendable or non-pooled gifts○ Grant – central organization type worktag for Grants Management used for external sources of funding from a grantor○ Loan – object was designed for mortgage companies & banks to track loan transactions, and generate reports on specific loans○ Location – physical address reflecting a worker’s work location and captures financial transactions related to location (e.g., purchasing, business assets, inventory site or par location, or employees)○ Program – track revenues and expenses by ongoing activity○ Project – track revenues and expense by specific start and end dates for these types of projects: internal, capital, or billable○ Region – geographic area for expenditure or revenue capture (not a specific location)▪ Custom Organizations<ul style="list-style-type: none">○ Fund (e.g., Agency, Debt, Event, Loan Receivable)	<div>Other Worktags</div> <ul style="list-style-type: none">▪ Derived Worktags<ul style="list-style-type: none">○ Grantor Award Contract info for a grant○ Org level from a Cost Center○ Where a worker traveled from/to, and what airline on an expense report▪ Reference Objects<ul style="list-style-type: none">○ Suppliers and tax info on supplier invoices○ Employees on expense reports○ Grantors/Customers on AR○ Deduction recipients on payroll deductions

WORKTAG TYPE DESCRIPTIONS

Type	Description
Organizations (Delivered and Custom)	<p>Definable worktags where people are assigned and used on financial transactions (e.g., cost center, fund, grant, project, etc.)</p> <ul style="list-style-type: none"> • People often “belong” to them • Role assignments for reporting security and business process approval • Are hierarchical in nature • Ability to define up to 10 custom organizations as a financial worktag
Financial Accounting Worktags	<p>Describes the nature of the transaction to support all financial and management reporting across the enterprise</p> <ul style="list-style-type: none"> • Ledger Account – defines accounting treatment of transaction and used for financial statements • Spend/Revenue Category – aligns with item being exposed and used during operational transactions and reports; allows for sub-classification of ledger accounts to streamline COA with fewer revenue/expenditure accounts • Purchase Item – represents SKU or catalogue level detail of the purchase and used during procurement and operational reports • Expense Item – define the transactions workers use in expense reports (e.g., airlines, hotels, etc.) • Sales Item – reflects the details of customer contracts and orders • Object Class – ability to categorize grant related expenditures captured in internal financial spend categories and pay components using the terms defined by the grantor reporting and invoicing requirements • Pay Group – represents a worker’s earnings and deductions on payroll transactions
Derived Worktags	<p>Attributes about an organization or worktag that can be derived in reporting based on the relationship (e.g., grantor award contract or award info for a grant or where did a worker travel from/to and what airline for an expense reports)</p>
Reference Objects (worktags)	<p>Inherent on the operational transaction itself and carry through to the accounting and can vary based on the type of operational transaction (e.g., suppliers and tax info on a supplier invoice, employees on expense reports, grantors/customers on AR, deduction recipients on payroll deductions)</p>
Custom Objects	<p>Ability to extend Workday business objects by creating custom object definitions based on the business object and adding custom fields. Custom objects enable you to record additional data for which there’s no Workday-delivered field.</p> <ul style="list-style-type: none"> • Business objects are used to store data in Workday (such as organizations or workers). A business object has fields and instances, which are analogous to rows and columns in a spreadsheet.
Custom Worktags	<p>Optimal when all you need is a simple tag for financial transactions that do not require any capabilities around roll-ups, security assignment, or assigning to workers. Ability to define up to 15 custom worktags with configurable names and values, which are available in financial, payroll, and time tracking transactions. Note: custom worktags cannot be used for payroll costing allocations and accounting adjustments</p>

FINANCIAL ACCOUNTING WORKTAGS | OPERATIONAL TO ACCOUNTING JOURNALS



FDM Design Process

What is the output from the FDM design discovery sessions and how does the FDM evolve over each stage of the implementation?



WHAT IS THE OUTPUT OF THE FDM DESIGN PROCESS?

The FDM Blueprint is the output from a series of sessions during the Plan and Architect stages that documents the new transaction data model design to support workflow processing and reporting requirements for the configuration tenant build (i.e., next prototype tenant).

✓ **Kickoff and Overview session** – complete

2. Discovery sessions began in February and will continue through early March to identify the delivered & custom worktags needed for the Configuration tenant build

FDM project team **working sessions** during February and March

4. Outreach sessions with OFM Divisions and Agencies to validate the FDM design – from late March to early April

5. FDM Blueprint socialization by end of April in preparation for Configuration tenant build



FDM Blueprint

Purpose

- Share initial draft of FDM to allow for build activities to begin
- Use as an education tool for project team members, project SMEs, OFM divisions, and agencies

Contents

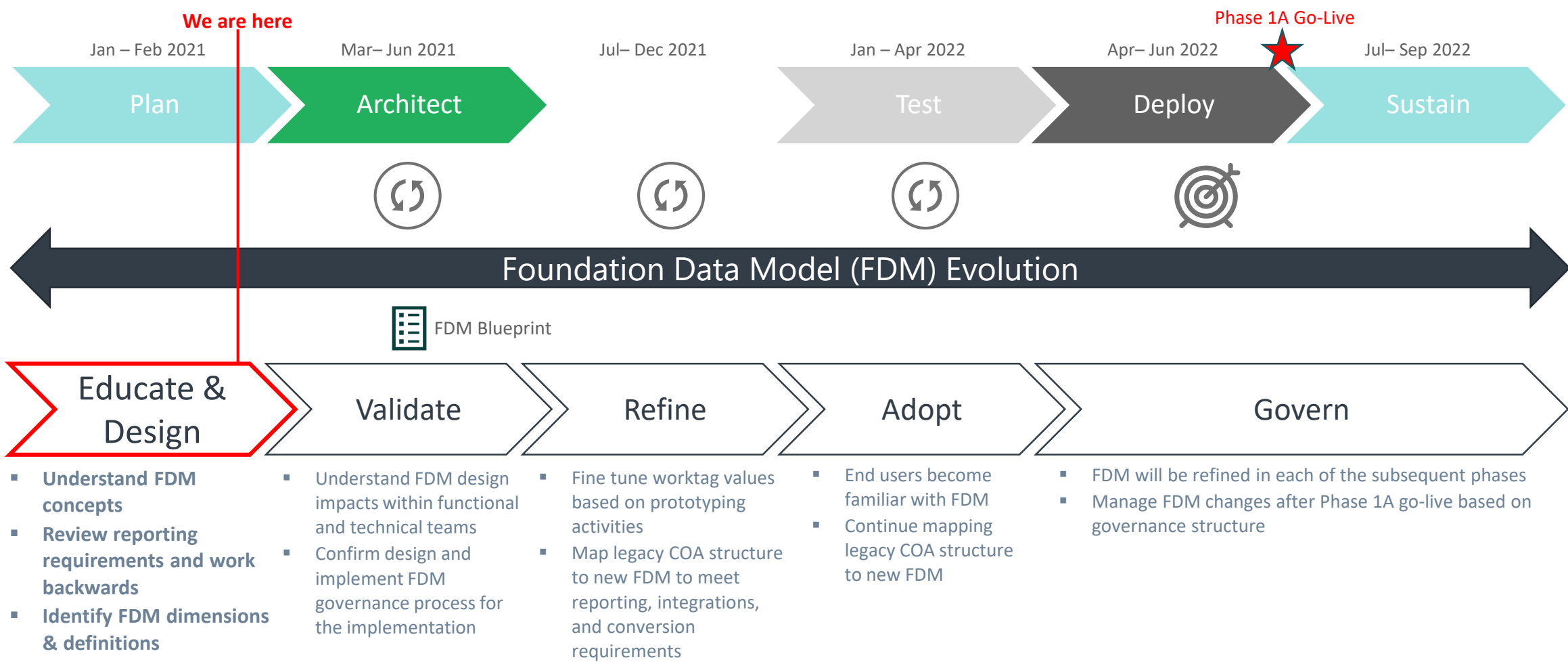
- Initial drafts of FDM structure and worktag definitions
- Information illustrating how FDM functions
- High-level mapping from legacy system (AFRS) segments to Workday
- Initial FDM governance highlights

Target Audiences

- Project team members
- SMEs working closely with project
- Finance leaders at OFM divisions and Agencies

FDM DESIGN PROCESS ALIGNED TO PROJECT TIMELINE

There is a multi-step approach involved when transitioning from legacy systems to Workday data model architecture. The FDM team will continue to refine the new data model over the life of the One Washington implementation based on user input and prototyping activities.



Q & A





FOR MORE INFORMATION:

Website: one.wa.gov

Email:

one@ofm.wa.gov

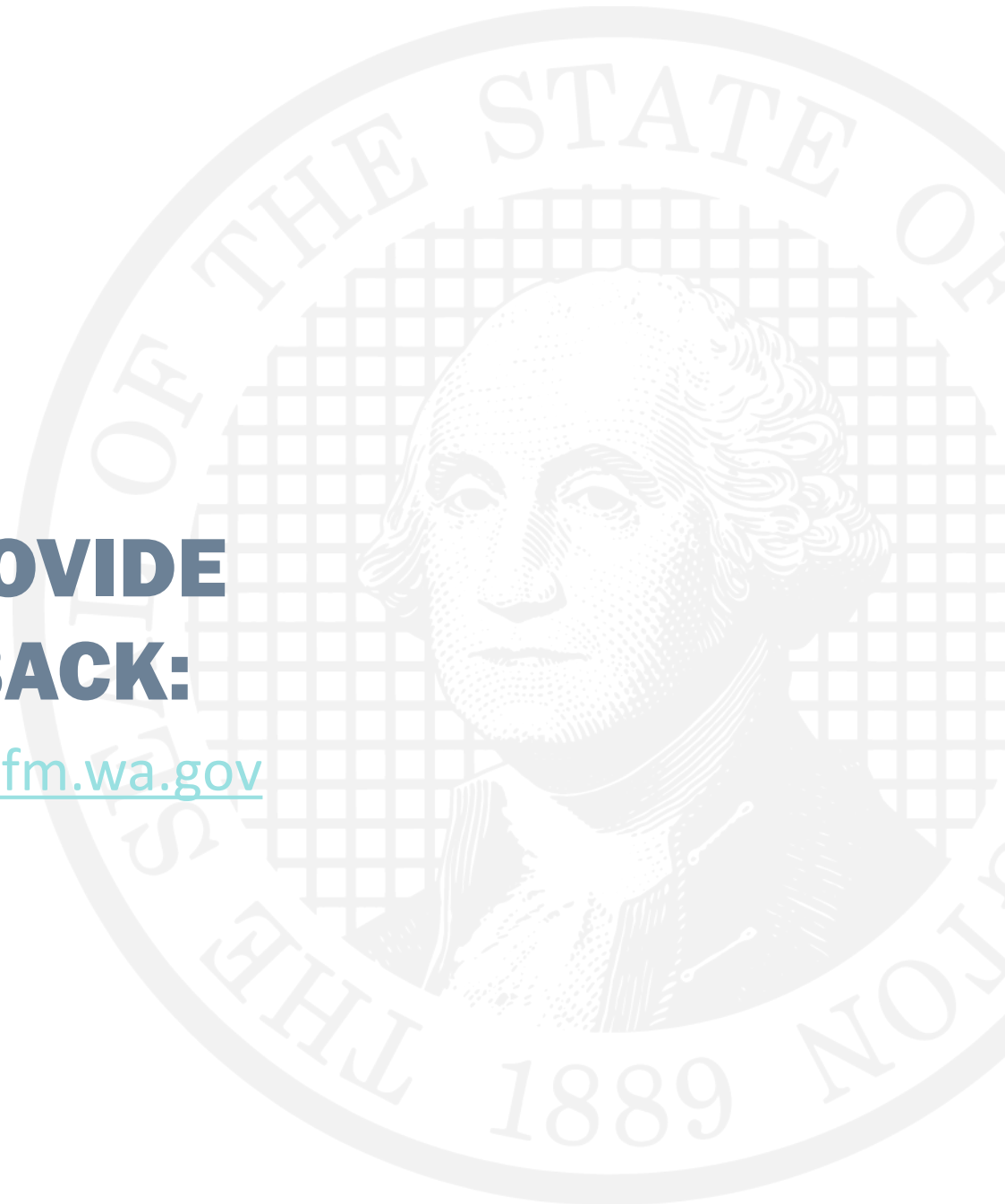


One Washington

A Business Transformation Program

TO PROVIDE FEEDBACK:

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- [General Ledger Basics](#) (90 minutes)
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One Washington
A Business Transformation Program



Co-create. Collaborate. Deliver Results.

State of Washington Office of Financial Management

Enterprise Resource Planning (ERP) System Integrator Services (#20-200)

Conversion Strategy and Approach

February 2021



Contents

Conversion Strategy Overview

Conversion Approach

Conversion Scope

Conversion Process and Tools

Data Cleansing and Validation

Appendix

The background features a grayscale photograph of a large domed building, likely a state capitol, set against a backdrop of a dense forest. A white geometric shape, resembling a stylized mountain peak or a decorative cutout, is positioned at the top center. The bottom half of the image is covered by a pattern of interlocking triangles in various shades of gray. A light green rectangular box is centered in the lower half, containing the title text.

Conversion Strategy Overview

- Define the guiding principles for Data Conversion
- Define the key challenges and key considerations for each data element
- Define the approach, process, and scope of data conversions for the implementation
- Describe the activities involved during the data conversion life cycle
- Define roles and responsibilities for the data conversion activities



Data Conversion is the process through which data is moved from legacy sources to Workday in a business ready state.



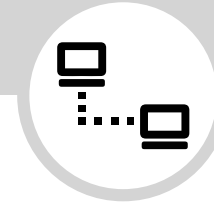
Scope for Conversion

Data Conversion for Workday requires transformation of data, cleansing, and enrichment of data to be carried out in source system as opposed to target system in traditional implementations



Load Method and Tools

Based on the parameters such as expected volume of data to be converted, ease of use, and data transformation rules, desired load method for Workday is to be chosen



Extraction Methods for Entities

Data extraction methods such as ETL tools, custom extraction programs, and transactions will be used to extract the data from source systems. This data will then be cleansed and transformed and has to be provided in the required format as expected by the load method in Workday

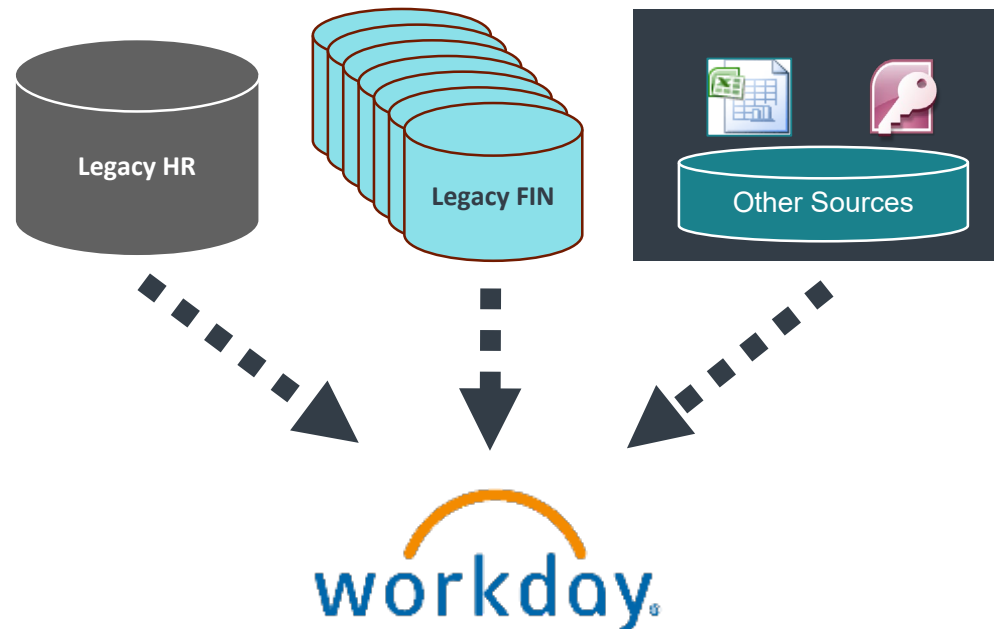


Roles and Responsibilities

There will be multiple load cycles for data conversion process. During load cycles, different teams will have different responsibilities as discussed in later slides

Data Conversion is the process of migrating data from legacy systems to Workday, while preserving data quality and accuracy.

- Our data conversion approach utilizes an iterative process in which we build Workday prototypes to support key project phases
- Each prototype will be a refinement of data, configuration and functionality
- Each conversion cycle will focus on increased speed, efficiency, and precision
- Data cleansing and data validation are key components to the success of data conversion



Workday Data Conversion for One Washington will be driven by the following guiding principles

- Workday will be populated with the data necessary to enable the in-scope Workday processes.
- Source systems with open Financial transactions will be evaluated based on transaction type and converted if needed to support in-scope processes; where possible, in-process transactions will be closed out in the legacy systems prior to cutover. HCM transactions must be closed prior to cutover.
- Source systems transactional history may be converted, if needed to support reporting and data inquiries that are not available through the other systems.
- Data will be cleansed within the legacy system(s) whenever possible, prior to loading into Workday.
- Conversions should be automated and repeatable to enable consistent, efficient, and accurate transformations.
- Configuration data will be managed by the functional teams, and where possible, imported and/or migrated by the Conversion Team.
- Historical GL transactions will be converted to match, as closely as possible, legacy published statements.
- Key security controls will be put in place to control and minimize access and transfer of employee data.

The background of the slide features a faded image of a large, domed building, likely a state capitol, set against a backdrop of a dense forest. The bottom half of the slide is decorated with a repeating geometric pattern of triangles in various shades of gray. A white border frames the entire slide, with a small notch at the top center.

Conversion Approach

This document describes the strategy for converting data into Workday as part of One Washington's Workday deployment.

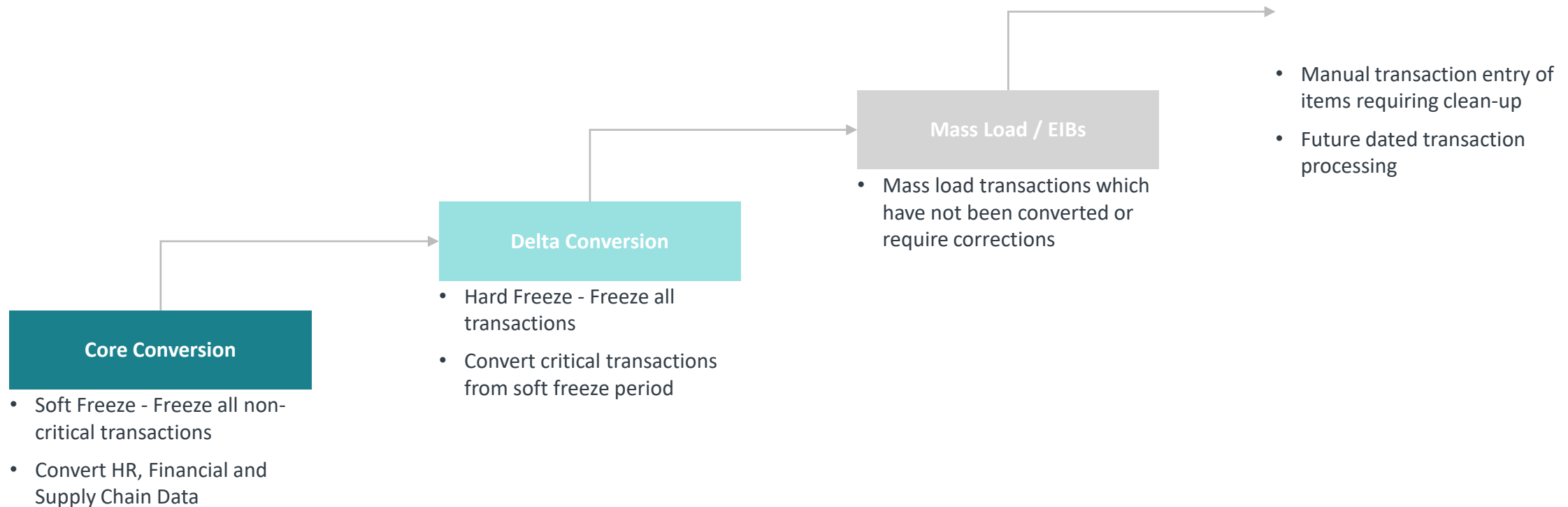
There are four types of conversions related to a Workday Financials & Supply Chain deployment:

- **Master File Data** – includes objects such as assets, banks, customers, suppliers, supplier contracts, inventory locations, par locations, purchase items, etc.
- **GL Conversions** – includes beginning balances, monthly GL balances, and financial budgets.
- **Non-GL Inception or Life to Date Conversions** – includes Inception or Life to date (ITD/LTD) balances for Project Spend/Budget
- **Open Operational Transactions** – includes open documents such as purchase orders, invoices, unreconciled bank transactions and deposits received but not applied, etc.
- *Employees to support Financial transactions – includes personal data, current employment, etc.*

Data conversion cycles to support One Washington's Workday deployment are noted below.

Name	Build Objective	Data Loading Strategy	Conversion Success Goal
Foundation	State specific foundation data to start data conversion activities, basic configuration and modelling	Manual configuration	N/A
Config Tenant 1	Used by the implementation business team to confirm the business process and data conversion design for data elements.	Freeze and copy source production data to a backup. Extracts will be taken from this backup. Any modifications and refinement of scripts will be made in this environment and data will be re-extracted and loaded to test the change. Objective will be to identify gaps, validate the data conversion mapping design	70%
Config Tenant 2	Used to test changes that occurred after prior sprint(s); finalize data conversion and business process designs.	Execute a new snapshot of source production data and copy data to a backup as a source for extracts and extract refinement	80%
E2E	Used to test business processes, integrations and to validate the data conversion designs.	Repeat Prototype 2 process. Timings for data extraction, migration, and validation will be refined and improved where possible. There should be minimal changes to support business processes after this point	90%
UER	This is the final tenant build before starting the production tenant build. Data loaded into the tenant will be used for User Acceptance Testing	Repeat E2E process. Timings for data extraction, migration and validation will be taken and used as the final go-live estimate. The procedure for maintaining “catch-up” transactions will be exercised. The only changes after this point are in source for data clean-up	99.9%
Gold	This is the last and final tenant build and will be copied by Workday into production after user sign-off	Data will be extracted from production source and loaded to WD. Production source will be shutdown prior to starting the extraction. Any errors that occur in the prod loads will be recorded and included with the “catch-up” transactions or manually entered into Workday.	99.99%

The final data conversion will account for transaction processing that occurs in legacy systems between the final extract and go-live. This process will be defined in detail and rehearsed in the UER conversion



The background of the slide features a grayscale photograph of a large, domed building, likely a state capitol, situated on a hill. The building is surrounded by a dense forest of evergreen trees. The bottom portion of the slide is decorated with a repeating geometric pattern of triangles in various shades of gray. A white border frames the entire slide, with a small notch at the top center.

Conversion Scope

The following Modules are in Scope for Implementation:

Module	Phase
Finance	1A
Finance and Procurement	1B

The Table below contains the geographic scope of One Washington’s operations that are included in phase 1

Dimension	Count
Legal Entities	Tbd
Locations	Tbd
Cost Centers	Tbd
Cost Center Hierarchies	Tbd
Fund	Tbd
Gifts	Tbd
Grants	Tbd
Employees	Tbd

The below table list historical data in scope for this project. If not included in the below table, it is out of scope for conversion

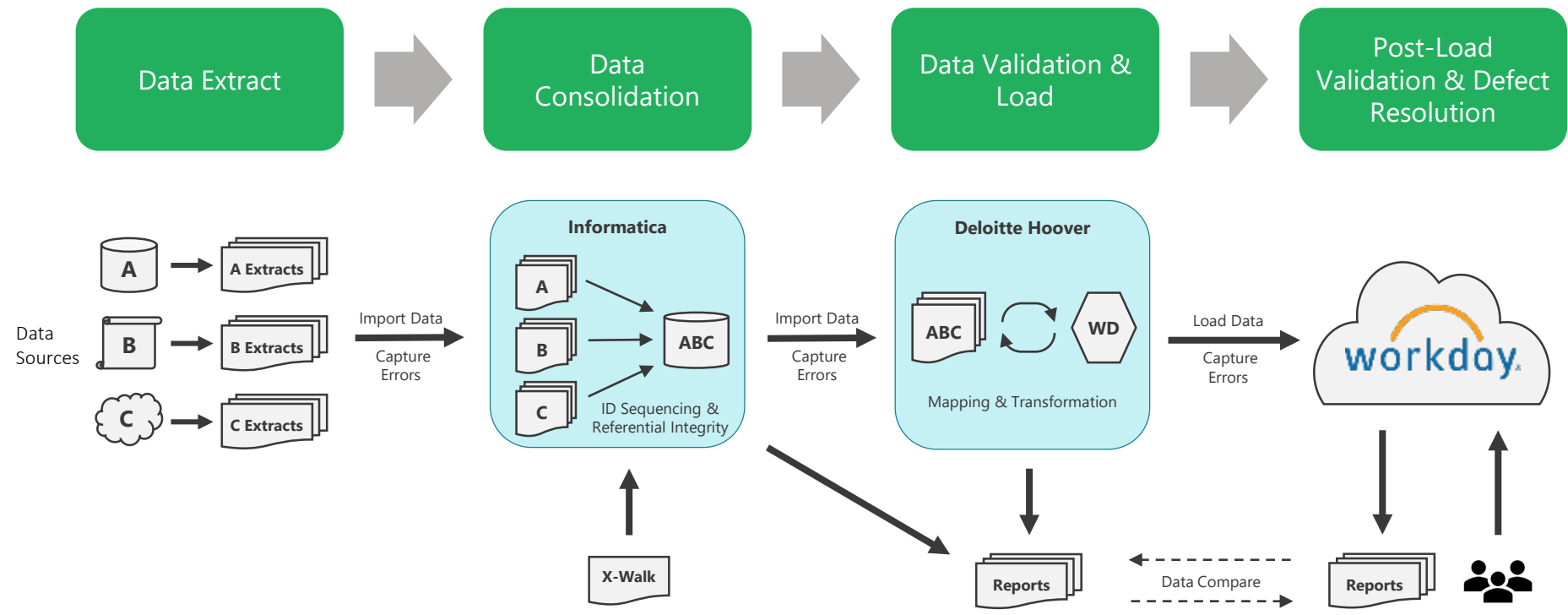
Object Name	Historical Data	Phase
Budgets	Convert current Budget Data - Biennium	1A
Business Assets	Financial Assets including buildings and equipment's, capital leases	1A
Customer Accounts	Open and Partially executed customer contracts with remaining revenue recognition and billing	1A
Financial Accounting	Beginning GL balance for the fiscal year of go live Include start biennium year GL balances by period(1 year of history by period – July 2021 to June 2022)	1A
Grants Management	Active Awards, Grants and related life or inception-to-date balances Open Sponsor invoices for unpaid balances	1B

The below table list historical data in scope for this project. If not included in the below table, it is out of scope for conversion

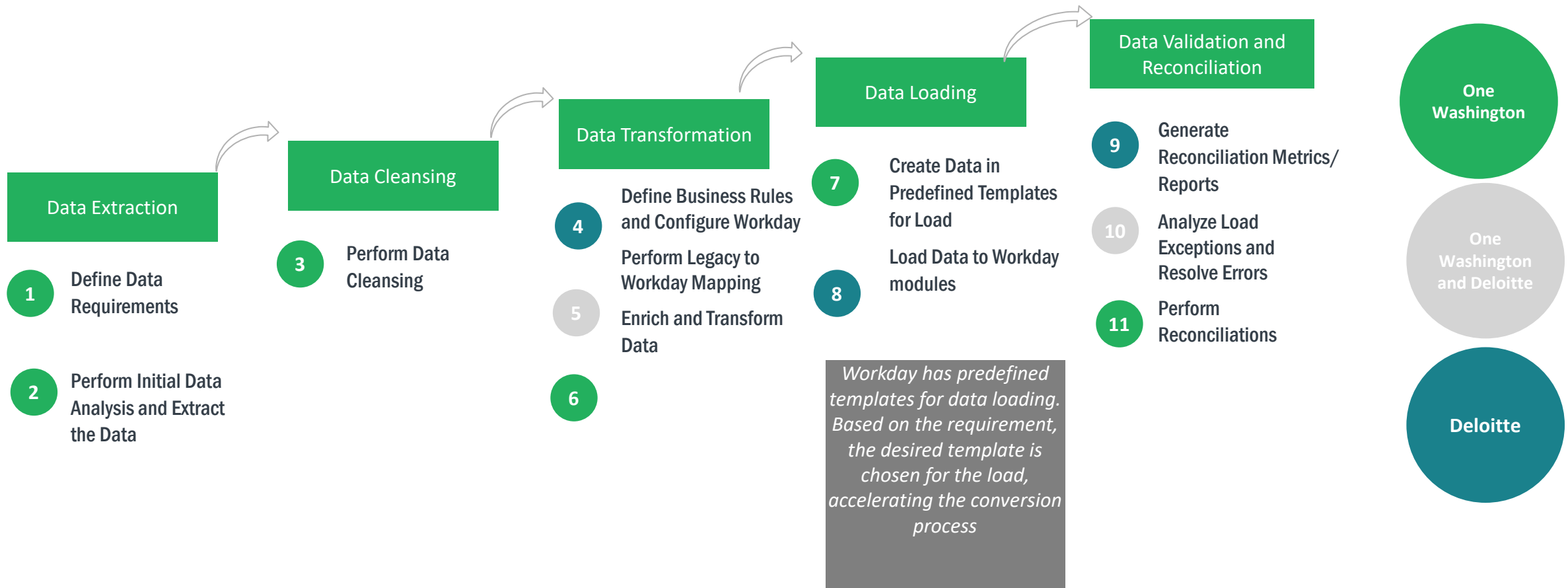
Object Name	Historical Data	Phase
Inventory	Active Inventory Locations for inventory sites and stocking locations Active Purchased Items to stock, track, and replenish inventory	Tbd
Procurement	<ul style="list-style-type: none"> Existing supplier order contracts to ensure continuation of spend compliance for that contract In progress requisitions, purchase orders, receipts and returns 	1B
Projects	<ul style="list-style-type: none"> Active Projects(Capital and internal projects) Along with the related life or inception to date balances as of the go live date 	1B
Supplier Accounts	<ul style="list-style-type: none"> Active Suppliers, Supplier Sites, Contacts, Address, Supplier site assignment, Supplier Banking and Branches All open invoices as of go live Supplier invoice history records to support duplicate invoice checking 1099 adjustments to reflect year-to-date supplier 1099 activity 	1A
Banking	<ul style="list-style-type: none"> TBD 	1A

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Conversion Process and Tools



Data Conversion happens in phases such as Data Extraction, Data Cleansing, Data Transformation, Data Loading, Data Validation and Reconciliation



Data Conversion involves the handling of sensitive information, including but not limited to, financial, PII(Personal Identifiable Information) and procurement data. Because of this, certain precautions must be taken to protect the information:

- The environment that will be used as the source of conversion extract files will be secured, and only the business personnel who are working/supporting on the conversion process will have access.
- Access to the environment where conversion happens will be limited to the Data Conversion team.
- A secure data storage location to be provided which will be accessible by the Data Conversion teams. This folder will be used to share conversion files and validation files.
- All security policies and procedures as described by One Washington and Deloitte Consulting will be followed



Data Cleansing and Validation

Leading Practices for Data Cleansing and Validation

Data Cleansing Leading Practices



Dedicated resources are available at critical conversion activities (Data Mapping Sessions, Data Extraction and Data Validation for each conversion cycle).



Data cleansing should be done in the **legacy system**, and the conversion process itself should not be the vehicle to cleanse the data.



Data cleansing should be done as part of a **repeatable process**, as the same issues will likely arise in later phases of the project.



Data cleanup should be **prioritized** based on operational criticality (e.g., compensation vs preferred names).



Any changes that cannot be made in the legacy system due to downstream impacts should be **tracked as exceptions** and included in the conversion process.

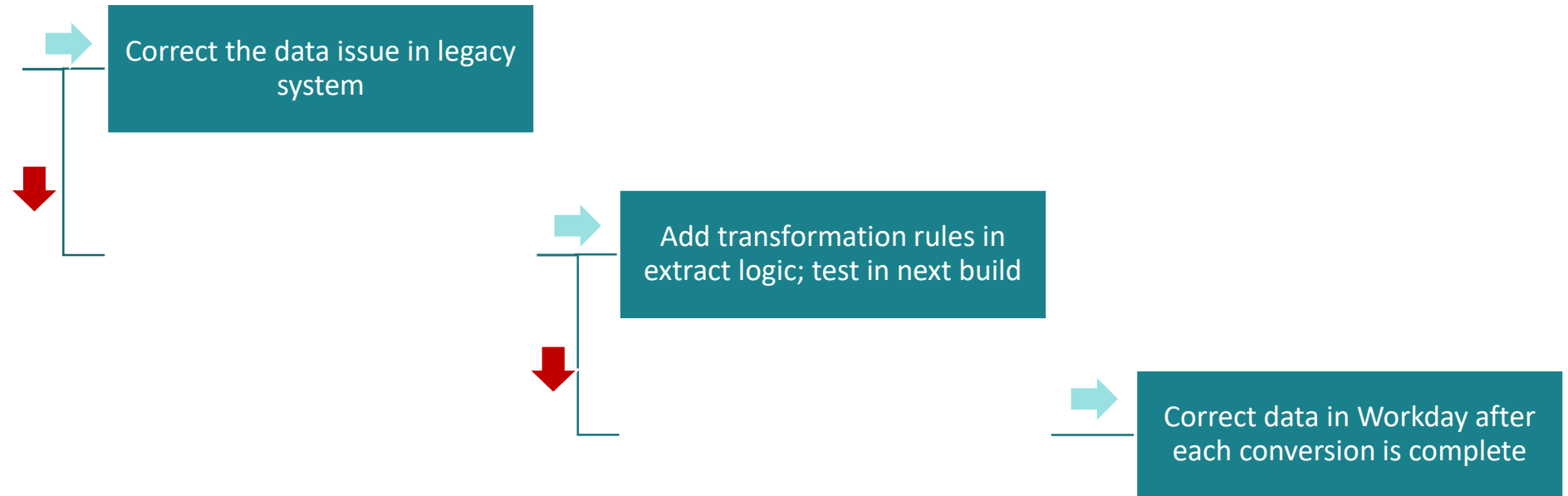
DATA CLEANSING AND VALIDATION

Data Validation Key to Success

- ✓ Define all reports to be used to validate data in advance of conversion cycles.
- ✓ Track all data issues in a spreadsheet and ensure resolution prior to the next build.
- ✓ Begin the process to identify resources who will validate.
- ✓ Begin the process to identify resources who will sign off.
- ✓ Agree on level of granularity at which validation and sign off should occur.
- ✓ Ensure that samples of data from each population grouping is reviewed in detail in the tenant - data validation must go beyond record counts.
- ✓ Expect the Conversion and Validation process to be iterative.
- ✓ Start benchmarking as soon as possible for timing. This is needed to help shape go-live timing/ checklist.

The decision framework is designed to achieve and sustain the targeted threshold for data accuracy, while reducing complex transformations or manual effort post data loads

Can the data issue be corrected



Financial/Supply Chain Data Cleansing Examples(not exhaustive)

The decision framework is designed to achieve and sustain the targeted threshold for data accuracy, while reducing complex transformations or manual effort post data loads

General Ledger Conversion

- Balanced entries by conversion(i.e. debits = credits)
- Decimal precision – only 2 decimal places allowed in Workday

Suppliers/Customers

- Addresses: Ensure all required elements of addresses (i.e. State, Zip Code) are present and accurate
- Decimal precision – only 2 decimal places allowed in Workday
- Contact information: Review phone number and email address formats for invalid characters
- Payment types: Any supplier/customer enabled for EFT payments has a corresponding bank account

Assets

- Ensure all converted assets are identifiable with appropriate attributes (asset name, remaining useful life, book balance, etc.)

General things to review

- Review legacy systems for open text fields in which a user can make mistakes when entering data
- Review objects such as cost centers, locations, to inactivate/eliminate the ones which are not being used
- Review data for duplications (Suppliers are often duplicated in the legacy Supplier master to account for multiple remit-to addresses)

Data Cleansing Tracking Sheet Example (Financial/Supply Chain)

This is an example spreadsheet to track data cleansing activities

Field Name	Volume	Percent Cleansed	Validation in Place
Duplicate Supplier Names			
Duplicate Supplier Addresses			
Duplicate Supplier Phone Numbers			
Duplicate Supplier Bank Accounts			
Duplicate Supplier Email Addresses			
Zip code to State validation for Suppliers			
Phone Number format for Suppliers			
Zip code format for Suppliers			
Suppliers with Do Not Use			
Non-Sponsored Duplicate Customer Names			
Non-Sponsored Duplicate Customer Addresses			
Non-Sponsored Duplicate Customer Phone Numbers			
Non-Sponsored Duplicate Customer Email Addresses			
Zip code to State validation for Non-Sponsored Customers			
Phone Number format for Non-Sponsored Customers			
Sponsor Duplicate Names			
Sponsor Duplicate Addresses			
Sponsor Duplicate Phone Numbers			
Sponsor Duplicate Email Addresses			
Zip code to State validation for Sponsors			
Phone Number format for Sponsors			
Gift Donors Duplicate Names			
Grant ID			

Conversion Validation Objectives

The Data Validation and cleansing approach has been designed to address a number of conversion challenges to help ensure success of conversion process:

- Understand the current state and gain visibility to conversion accuracy prior to Go-Live
- Ensure all data required for conversion is available data sources
- Verify data is extracted from the appropriate 'system of record'
- Improve accuracy of the data contained in all source systems
- Develop and execute an action plan to correct data in source systems and reduce validation and corrective effort for future conversion cycles
- Identify and engage data validation owners to be accountable for corrections and ongoing maintenance and accuracy

Data File Validation Steps Prior to Load

Prior to sending the data to Deloitte, One Washington will validate the data conversion templates. Suggested Validation steps include but not limited to:

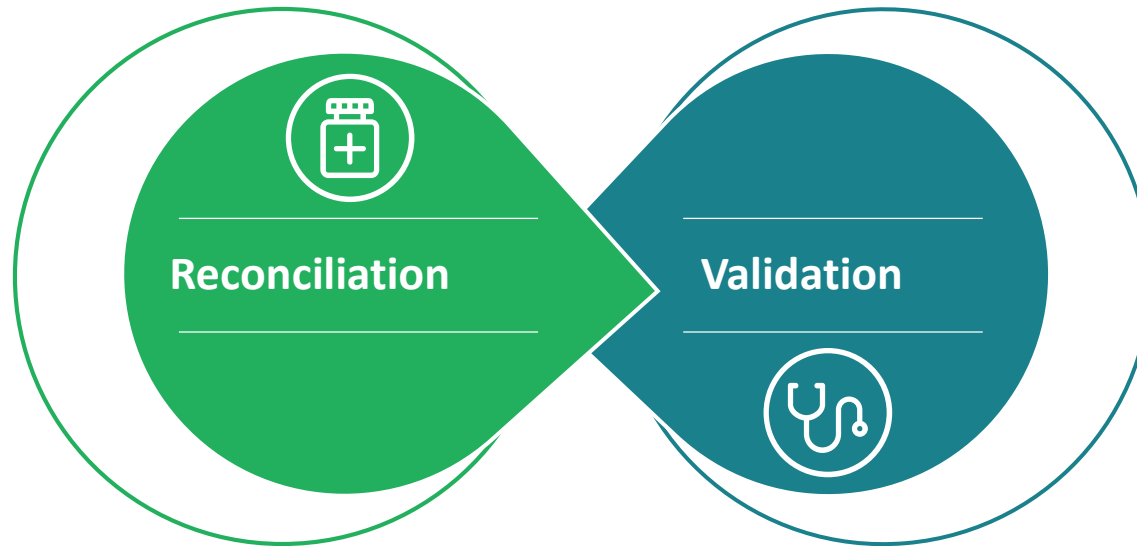
1. Run a report from the legacy system and confirm the total number of rows and/or check sum totals in the data conversion template ties
2. Review the template files to ensure that the ID, Reference ID and Naming conventions are consistent with data conversion design
3. Confirm that the row data has not been offset causing a mismatch of data during the template preparation/transformation
4. Consider key data fields to check as a sample or complete audit of the data conversion files
5. Prepare conversion notes to document steps performed to extract, cleanse, transform, populate, and validate the data for future conversion cycles

Post Load Reconciliation and Validation Process

Business data owners need to reconcile the data imported to Workday with the data on legacy systems

Reconciliation provides comparison between the total number/value of records received in the data template and the total number / value of records successfully imported in Workday.

A common reconciliation format has to be decided across all conversions and this format has to be agreed upon between One Washington and Deloitte team.

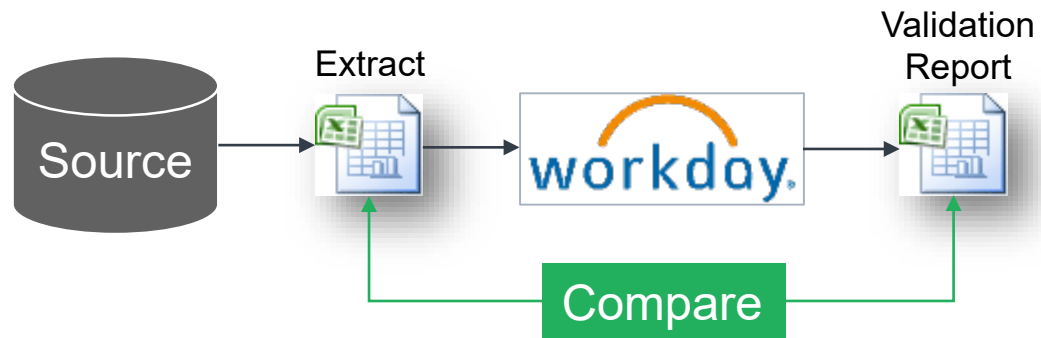


Validation provides comparison between the data in Workday and Legacy System to ensure that the data is accurate. Some sample records are picked and each and every data field on the screen is validated. Similar comparison is done for the same record in legacy instances.

Data Validation Overview

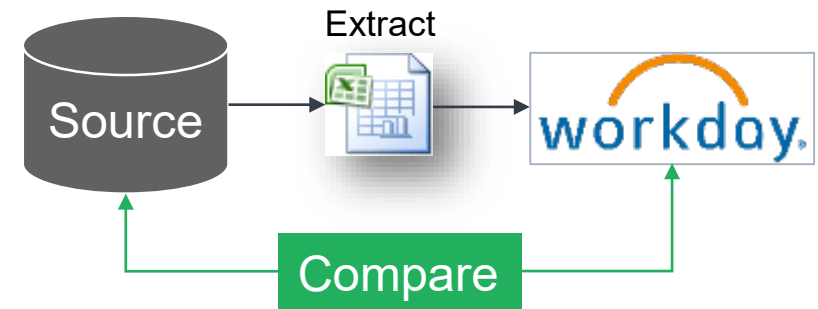
Validation Reports

- Standard or custom validation reports are run out of Workday and then compared back to the data extract or source system reports
- Comparisons can be run to see if any data was loaded incorrectly in the loading process



DATA CLEANSING AND VALIDATION

Manual Validation and Spot Check





Roles and Responsibilities

Role	Responsibility	Resources
One Washington Data Conversion Lead	<ul style="list-style-type: none"> Manages overall data conversion for One Washington Leads data mapping sessions Acts as liaison between functional and technical teams Ensures that external data sources are identified Ensures data files are supplied for tenant builds as per schedule Leads data cleansing, data validation and issue resolution efforts per schedule with data stewards 	Krishna Sunchu (OFM IT)
One Washington Data Conversion Developer(s)	<ul style="list-style-type: none"> Builds data extract scripts for designated functional area(s) Uses source management to maintain scripts Updates scripts as necessary during and after prototype builds to solve issues 	Lei Tang (OFM IT) Sanchi Subramaniam (OFM IT)
One Washington Data Stewards	<ul style="list-style-type: none"> Actively participates in definition of data mapping requirements for each functional area Validates data extracts prior to being loaded into Workday Leads data cleansing, post load data validation and issue resolution for functional area and / or One Washington entity 	Tbd
Deloitte Data Conversion Lead	<ul style="list-style-type: none"> Responsible for leading the data conversion and supporting team members Conducts design and data mapping sessions Investigates and resolves issues Acts as liaison between functional, integrations and data conversion teams 	Arnold Peres
Deloitte Hoover Consultants	<ul style="list-style-type: none"> Responsible for developing import scripts, pre-validation scripts, data conversion maps, translation maps, push scripts, loading data to Workday, error reports, Hoover validation reports validating row counts (source rows = rows loaded to Workday – errors). Conducts small subset tests of data conversion components. Works closely with Deloitte functional resources to resolve issues and pre-validation errors. Generates and posts pre-validation errors, HOOVER validation reports, and Workday post-load errors. Responsible for updating the issues log for each distinct error type from Workday. 	Anthuvan Joseph Sonam Choudhary
Deloitte Functional Leads	<ul style="list-style-type: none"> Responsible to provide foundational data values for conversion and configure Workday tenant. 	Ed Nieskes



Appendix

Data Conversion Lessons Learned

Observations from previous deployments to consider in your tenant build approach to support data conversion:

Avoid single point of failure – have a team supporting the key person that knows how all the legacy data is pulled together and transformed/mapped to Workday.

Learn from each build – data volume and quality will progressively improve.

Track all data issues in a spreadsheet and ensure resolution prior to the next build.

Data Validation must go beyond record counts to ensure that samples of data from each population grouping is reviewed in detail in the tenant.

Start benchmarking as soon as possible for timing. This is needed to estimate the overall level of effort and help shape go-live timing/checklist.

Run parallel comparisons from Workday to legacy system to ensure converted data ties between both systems



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Workday Data Conversion Best Practice

Finance/Supply Chain Data Conversion Best practices

It is recommended that One Washington only load the amount of data required to satisfy specific business-driven requirements for these functional areas



Foundation Data Model (FDM)

- Leverage related worktags to minimize data entry
- Use a consistent ID and description naming convention
- Optimize search functionality
- Define lowest level of granularity required and create hierarchies to group the values



Procurement

- Load open purchase orders, receipts, and returns to ensure continuation of spend compliance
- Avoid loading historic procurement card transactions



Projects

- Load open capital projects only
- Load initiatives, work functions, or ideas
- Avoid loading open, billable projects with pending billable project time and spend transactions
- Avoid loading completed historic projects



Supplier Accounts

- Load unpaid or partially paid invoices
- Load supplier invoice history records to support duplicate invoice checking
- Load 1099 adjustments to reflect year-to-date supplier 1099 activity
- Avoid loading fully paid invoices
- Avoid loading historic supplier invoice payments



Supplier Contracts

- Load contracts related to Punch-out integrations
- Load active Supplier Catalog Items maintained in Workday
- Avoid loading historic or fully executed contracts

Finance/Supply Chain Data Conversion Best practices(cont.)

It is recommended that One Washington only load the amount of data required to satisfy specific business-driven requirements for these functional areas



Banking

- Load unreconciled bank transactions
- Load a single bank statement to reflect current bank balance at go-live
- Avoid loading historical reconciled bank transactions
- Avoid loading historical bank statements



Business Assets

- Load only assets in service
- Avoid loading historic assets that have since been disposed of, sold, or otherwise retired



Customer Accounts

- Load payments only to reflect customers' current on-account balance
- Load open and partially executed customer contracts only
- Load unpaid or partially paid invoices
- Avoid loading fully paid invoices
- Avoid loading historic customer invoice payments



Expenses

- Avoid loading unpaid or partially paid expense reports
- Avoid loading fully paid expense reports
- Avoid loading historic credit card transactions
- Avoid loading historic expense report payments



Financial Accounting

- Load summarized accounting journals for historical reporting
- Convert current year ledger activity to support year-over-year reporting



Budgets

- Load budget data per the FDM dimensions for current year reporting



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- [Accounting for Capital Assets](#) (60 minutes)
- [Single Audit Overview](#) (60 minutes)
- [Fiscal Year-End Update Class](#) (60 minutes)
- [Fiscal Year-End Workshop](#) (4 hours)
- [Federal Disclosure Forms](#) (45 minutes)
- [Federal COVID-19 Year-end Reporting](#) (10 minutes)
- [GASB 87 Overview and Scope](#) (5 minutes)
- [GASB 87 Implementation Timeline](#) (5 minutes)
- [GASB 87 Decision Tree for Lessors](#)
- [GASB 87 Decision Tree for Lessees](#)





February 25, 2021

Agency Readiness



One Washington

A Business Transformation Program



Finance Readiness Activities

- AFRS index code cleanup plan
- Review, verify, and update COA elements. If not being used for its intended definition but to meet a specific agency need, need to consider when reviewing the FDM. This includes any free form entry fields that you may be using.
- Review and verify COA elements associated with any applications that may be decommissioned that need to be considered during redesign



FOR MORE INFORMATION:

Website: one.wa.gov

Email:

one@ofm.wa.gov



One Washington

A Business Transformation Program

TO PROVIDE FEEDBACK:

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