



ONE WASHINGTON

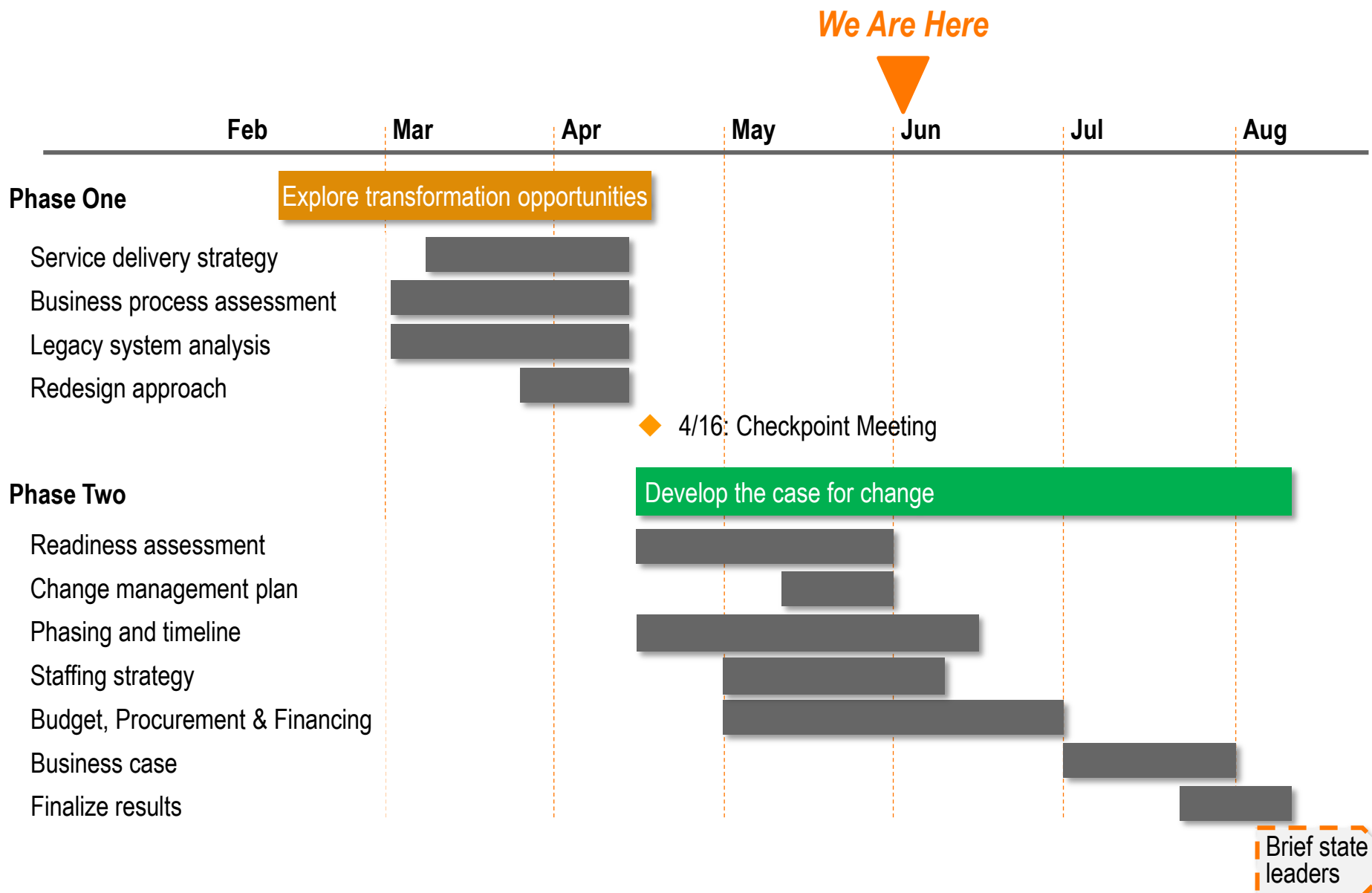
Executive Steering Committee

June 4, 2014

Agenda

- » Welcome
- » Deployment Considerations Discussion
- » Change Readiness Discussion
- » Administrative Items

One Washington Assessment Approach



One Washington Scenarios

The One Washington business case will assess 3 scenarios that include Procurement and Financials functionality.



Deployment Strategy Principles & Considerations

Guiding Principles

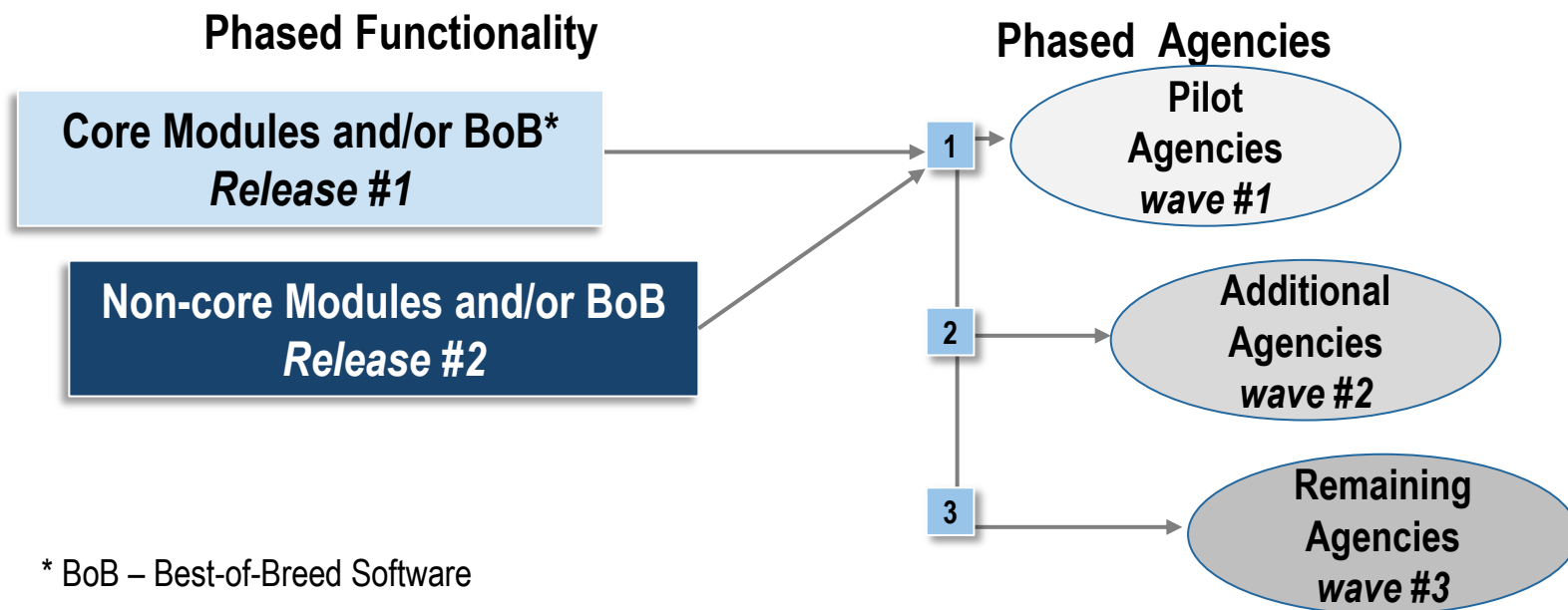
- Desire to minimize Agency interim processes & integration
- Desire to minimize Financial ERP interim/throw-away development
- Desire to maximize One Washington resource continuity

Deployment Considerations

- Lowest total cost of implementing new system vs. highest benefit realization (speed to benefits and total benefits realized)
- Speed to delivery vs. retirement of legacy systems
- Speed to delivery vs. deployment risk and costs
- Acceptable amount of sustained change for users

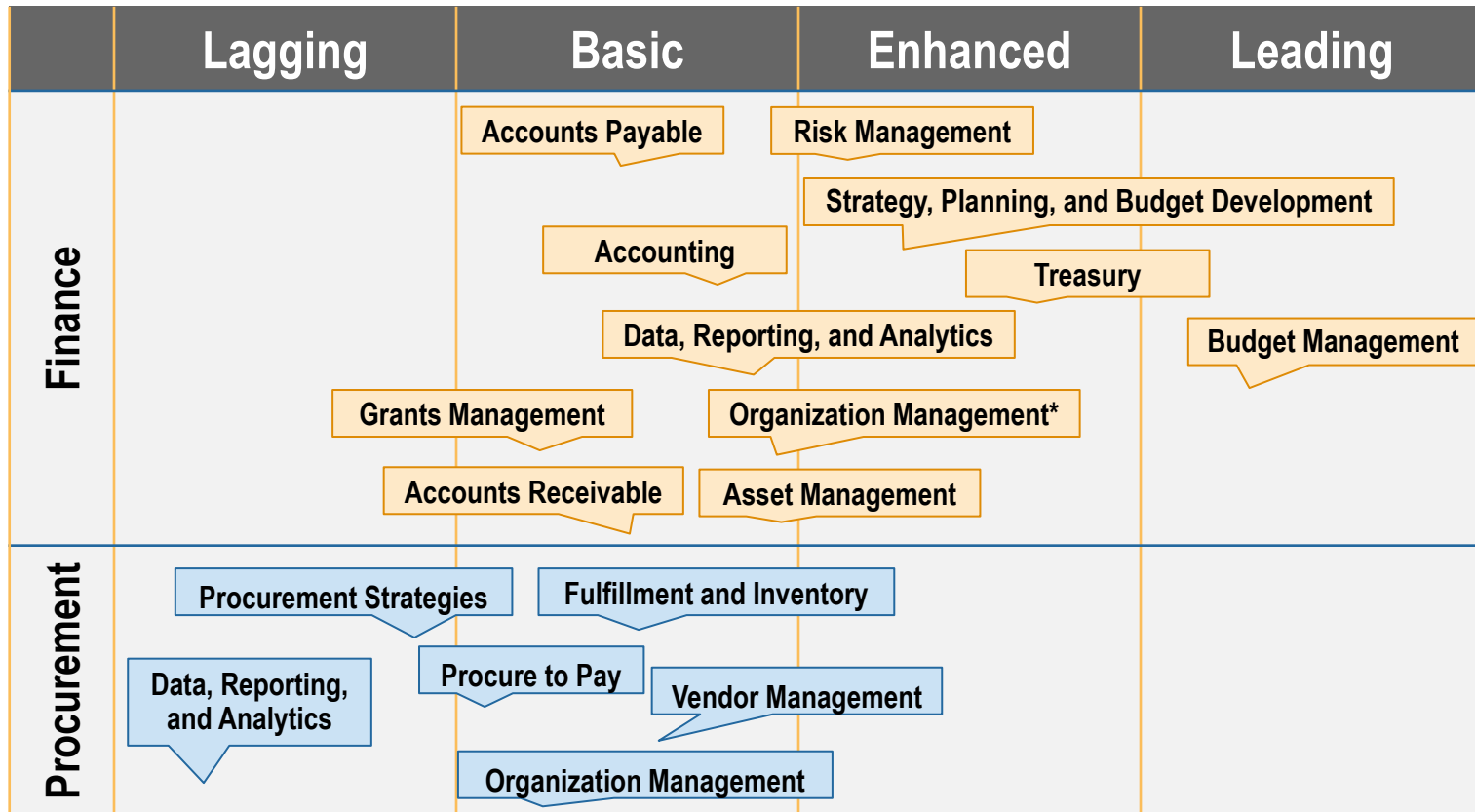
Leading Practices for Deployment Roll-out

We recommend a phased functionality and phased agency implementation approach.



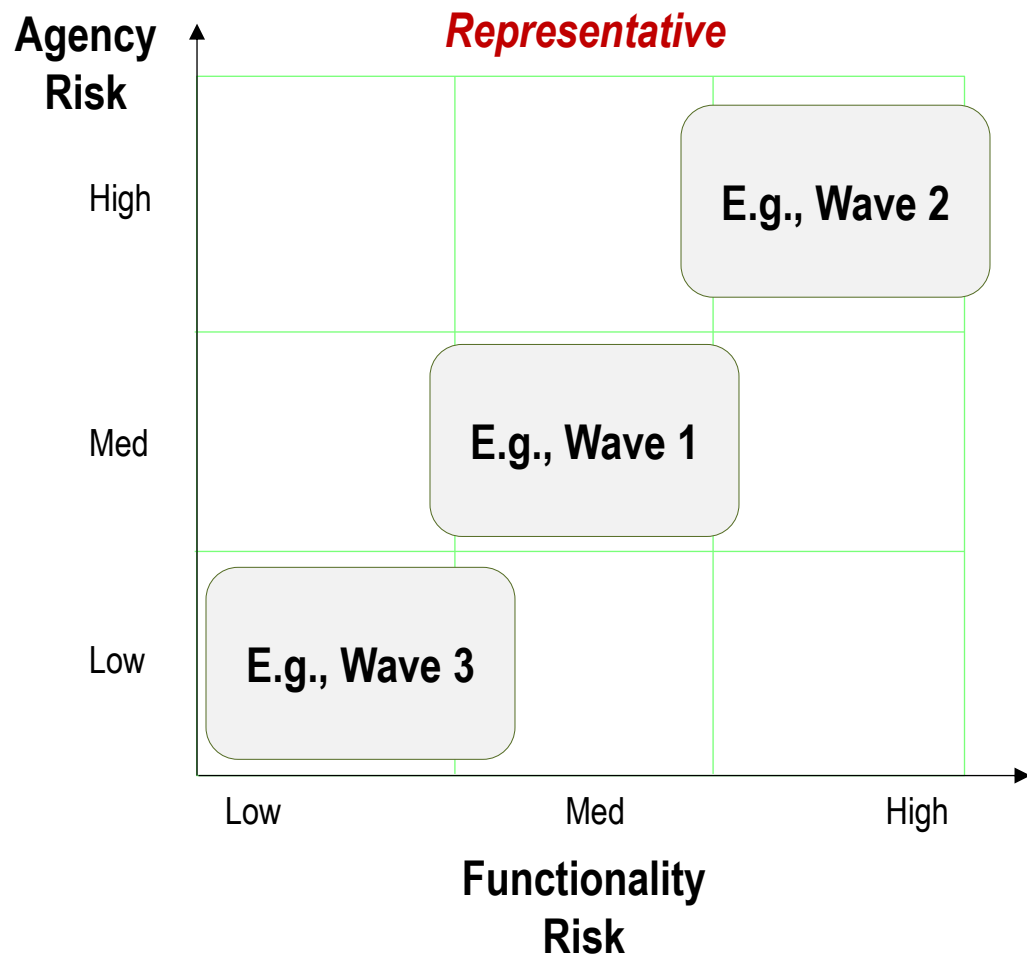
Considerations for Phasing Functionality	Considerations for Phasing Agencies
<ul style="list-style-type: none"> • Alignment of business process with modules • Speed to retire legacy systems • Speed to enable new features, functions, capability • System integration vs. System replacement 	<ul style="list-style-type: none"> • Degree of agencies support or resistance • Degree to which the agencies have the technical capacity • Degree to which agencies desire the changes • Degree to which the agencies are prepared and ready to embrace the change

Maturity by Business Process Area



*Organization Management maturity does not include Innovative Funding, Management of Cross Agency Initiatives, or Management of Boards and Authorities due to limited information gathered during interviews

Deployment Discussion



To inform the Deployment Strategy for each scenario, we seek this group's perspectives on the following:

- **Functionality:** What functionality should be prioritized?
- **Agency Waves:** What agencies should go first? What comes second?
- **Risks:** How should risks be mitigated?

Agency Risk: Indicates level of risk associated with agencies' current readiness (e.g., low readiness correlates with high Agency Risk).

Functionality Risk: Indicates level of risk associated with specific functionality areas, given factors related to integration needs and mission.

Readiness Scorecard

Orange

Organizational (Overall) Readiness

Extensive change management needed to improve cultural and people readiness, and clear standardized documentation needed to improve process and technical readiness.

Cultural Readiness

- Agency hesitation around statewide implementations, especially those with large scope.
- Lower level employees are empowered and encouraged to drive change by joining committees, though changes are not adopted due to lack of executive sponsorship.
- Communication vehicles are effective, but when a key impacted stakeholder is left out of the communication, this has a negative effect.

Red

People Readiness

- Resourcing constraints limit how many people can be devoted to a project.
- Strong presence of agency-specific communication methods, but common lack of confidence in efficacy.
- Agencies have limited PM and governance capabilities, primarily in the IT space, lack of available PM skills / resources from a business perspective.
- Agencies have a clear model for engaging with bargaining units and unions.

Red

Process Readiness

- Mixed agreement / disagreement when asked if agency maintains accurate and clear documentation of current processes.
- Highly complex and inconsistent processes within and between agencies.

Orange

Technical Readiness

- Mixed agreement / disagreement when asked if agency maintains accurate and clear documentation of current technology.
- Consistent disagreement when asked if agency has data readily available.

Orange

Agency Scorecard

Methodology and Scale

- The agency scorecard is reflective of the quantitative scores produced from agency readiness interviews, and is considered self-reported.
- Summary scores were produced by averaging the quantitative scores of individual interviewees within each agency.
- Agency score is inclusive of:
 - People Readiness
 - Technical Readiness
 - Process Readiness
 - Cultural Readiness

Agency	Current Agency Readiness
OST	30
OIC	28
DFW	26
ECY	17.5
DES	15.5
DOR	14*
LNI	11
DOT	11
AOC	8.5*
OFM	7.75
DNR	7
DSHS	6.5
HCA	4.75*
DOC	-0.5
ESD	-3.5
Summary**	7.3

* Indicates significant interview variance

** Summary score weighted by agency size



<7 ← 14 → 21+



State is ready for change, minimal Change Management Activities required

State has limited readiness for change, intermediate Change Management activities required

State is not ready for change, significant Change Management activities required

Key Quantitative Metrics

To better identify readiness gaps and opportunities, we evaluated the quantitative data through various lenses.

By Gender

No significant differentiation between readiness scores of male / female interviewees

Male	10.3
Female	12.1

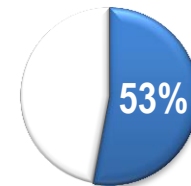
By Functional Area

Agree that there is a desire / urgency to change process or technology

Procurement



Finance



By Agency Size

Change readiness levels are largely consistent with agency size / complexity

Small	21.9
Medium	8.5
Large	11.5
Super	5.7

Small = < 50 FTE

Medium = 50 to 299 FTE

Large = 300 to 3,000 FTE

Super = 3,000+ FTE

Translating Readiness to Change Management

Understanding the Change Readiness Levels helps to better understand the intensity and level of effort of potential Change Management Activities.

	State is ready for change and minimal Change Management Activities required
	State has limited readiness for change and intermediate Change Management activities required
	State is not ready for change and significant Change Management activities required

Minimal Change Management Activities:

- Infrequent CM activities
- Occurs later in project cycle (closer to implementation)
- Minimal end user engagement

Intermediate Change Management Activities:

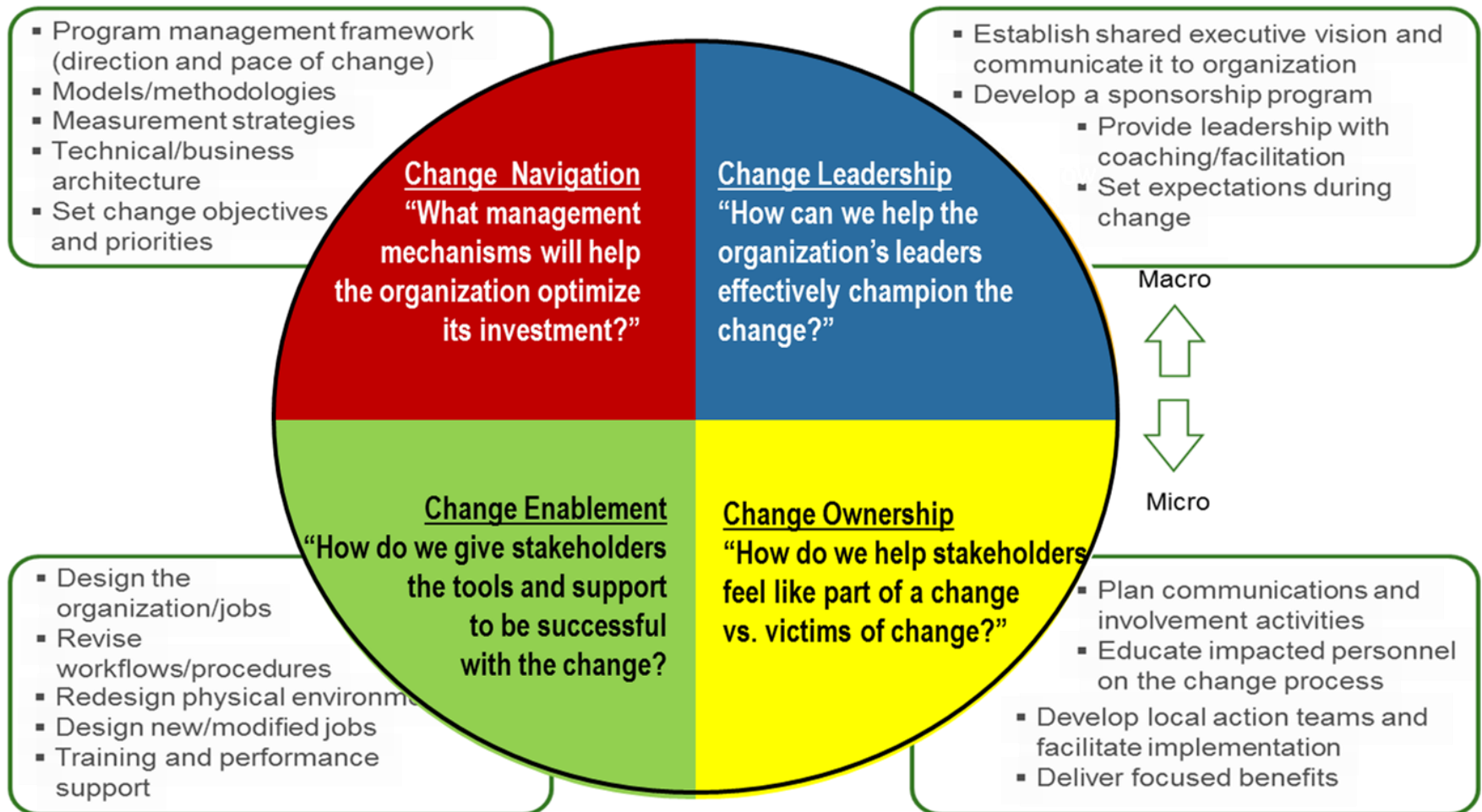
- Regular CM activities
- Occurs early on in project cycle
- Initially focuses on surface level → deeper engagement closer to implementation

Significant Change Management Activities:

- Constant CM activities
- Occurs early on in project cycle
- Immediate engagement of large stakeholder base

Change Management Overview

Our Change Management Approach identifies activities from the Navigation, Leadership, Enablement, and Ownership quadrants and times them appropriately to facilitate change.



Administrative Items

- » One Washington Network Update
- » Next Meeting July 2, 2014



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