



# **ONE WASHINGTON**

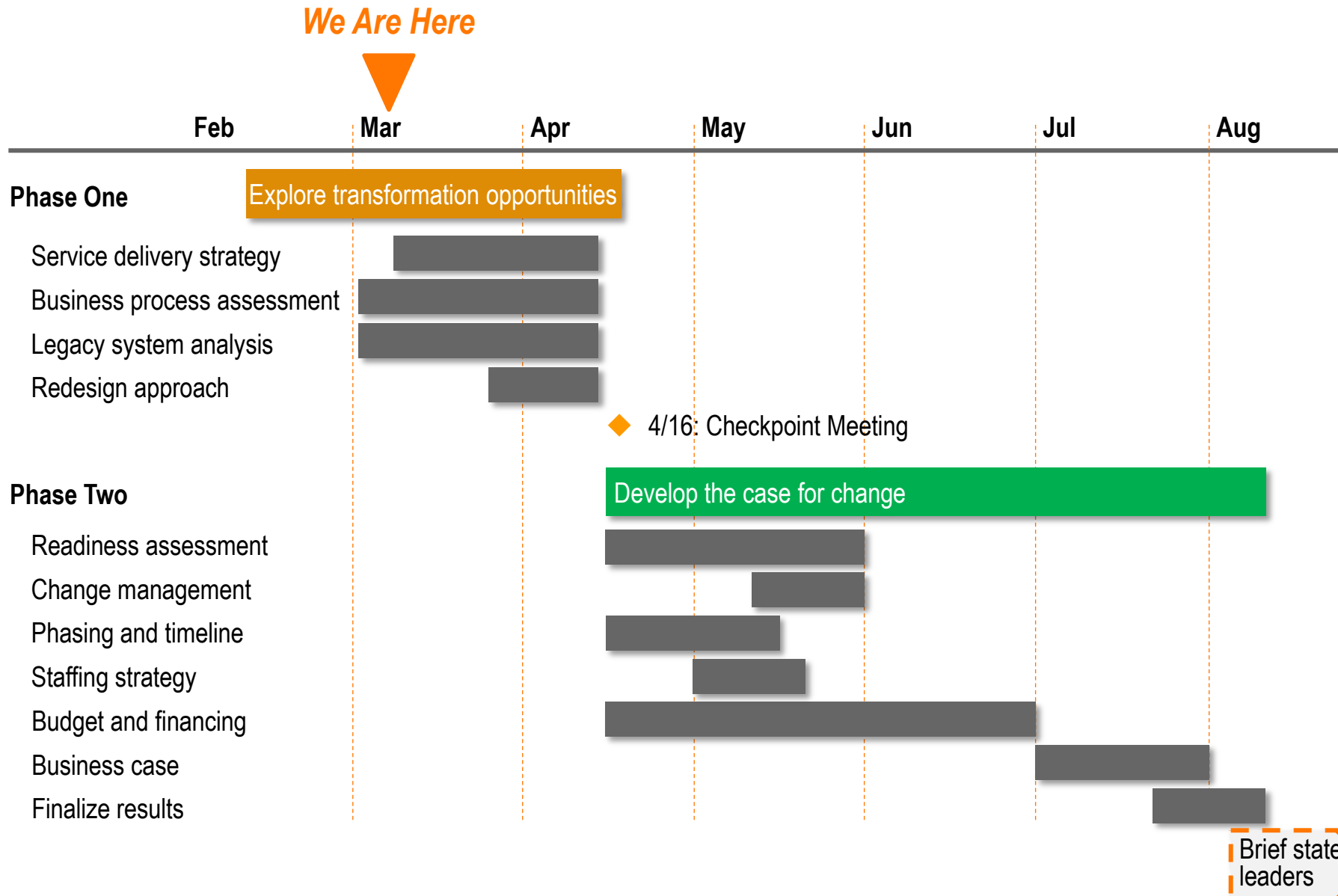
**Executive Steering Committee**

**March 5, 2014**

# Agenda

- » Welcome
- » Accenture Orientation
- » Project Scope
- » Auditor's 2013 Report and the Roadmap
- » Buddy System and Expectations
- » Schedule for April

# One Washington Assessment Approach



# Key Project Decisions – Phase 1

State leadership will need to make several major decisions throughout the course of this effort, and we have defined distinct tasks to inform those decisions.

Task	Decision
<b>Service Delivery Strategy</b>	What is our strategy for delivering services to the people of Washington for the next generation?
<b>Business Process Assessment</b>	What Finance, Procurement, and HR business processes should be included in the scope of Washington's ERP solution?
<b>Legacy System Assessment</b>	What legacy systems will be replaced through Washington's ERP solution, and which will remain but will need to interface with the new ERP?
<b>Business Process Redesign Approach</b>	For those Finance, Procurement, and HR business processes that require redesign ahead of an ERP solution, what approach to redesign should the State take?

*Note: A major decision has already been made regarding what State agencies will be considered in-scope for the Phase 2 assessment.*

# Key Project Decisions – Phase 2

Task	Decision
<b>Readiness Assessment</b>	How ready to implement a new ERP are the Washington people, technology, processes, organizational structure, and policies?
<b>Change Management Approach</b>	What is the strategy for the State to manage organizational change needed to implement and operate the ERP solution?
<b>Phasing and Timeline Analysis</b>	How should functionality and agency implementation be phased and what is the timeline?
<b>Staffing Strategy</b>	What human resources are needed to implement and operate the State's ERP solution?
<b>Budget Estimates and Financing Strategy</b>	What budget is needed to successfully execute the State's ERP strategy, and what financing strategies may be available to the State to meet those budget needs?
<b>Business Case</b>	What is the State's case for change regarding its core financial system? For each of three scenarios - traditional ERP, shared services ERP, and managed service ERP - are the financial and non-financial benefits of transformation enough to justify its financial and non-financial cost?

# Final Business Case

Each decision will inform the development and delivery of a clear, concise and compelling business case.

Service Delivery Strategy

Business Process Assessment

Legacy System Assessment

Business Process Redesign  
Approach

Readiness Assessment

Change Management Approach

Phasing and Timeline Analysis

Staffing Strategy

Budget Estimates and  
Financing Strategy

- Comprehensive and understandable business case that lets State policy makers properly evaluate the options, risks, level of effort, cost, and value expected in replacement of core financial system
- Determination and confirmation of business transformation needs and priorities
- Recommendation of project scope and product strategies

# Auditor's 2013 Report and the Roadmap

» Auditor's Report

[www.sao.wa.gov/state/Documents/PA\\_Financial\\_Management\\_ar1009673.pdf](http://www.sao.wa.gov/state/Documents/PA_Financial_Management_ar1009673.pdf)

» Roadmap

# Buddy System

» See handout.



# Governance Framework

## Governance

### Executive Sponsors

- Michael Cockrill (OCIO)
- Tracy Guerin (OFM)
- Lynne McGuire (DES)
- Wolfgang Opitz (TRE)

### Executive Steering Committee

- Amy Arnis (DOT)
- Michael Cockrill (OCIO)
- Denise Doty (OFM)
- Tracy Guerin (OFM)
- Tom Jensen (LEAP)
- Kathy Marshall (DSHS)
- Lynne McGuire (DES)
- Jim Odiome (OIC)
- Wolfgang Opitz (TRE)
- Shad Pruitt (TRE)
- Ramsey Radwan (AOC)
- Vikki Smith (DOR)
- Joe Stohr (DFW)
- Randi Warick (LNI)
- Kelly Wicker (GOV)
- Lenny Young (DNR)

### Technology Services Board

- Michael Cockrill (OCIO)
- Karen Fraser (Senator)
- Zack Hudgins (Representative)
- Bill Kehoe (King County CIO)
- Kris Kutchera (Alaska Airlines)
- Butch Leonardson (BECU)
- Chad Magendanz (Representative)
- Paul Moulton (Costco)
- Rob St. John (CTS)
- Bernard Warner (DOC)

### Project Director

Denise Doty  
Project Director

### Project Management Office

Heide Cassidy (Point B)  
Project Manager

Tina Walha (Accenture)  
Project Manager

Daniel Hoang (Point B)  
Deputy Project Manager

### External Advisors

- Members TBD

## Stakeholders

#### Deputies

Tracy Guerin  
Monthly Cabinet Deputies  
Quarterly All Deputies

#### Financial Management Advisory Council

Pat Sanborn (OFM) & Dan Contris (DOR)  
Monthly

#### Personnel / Payroll Association

Steve Nielson (OFM)  
Monthly executive  
Quarterly all

#### Office of Financial Management Statewide Accounting

Wendy Jarrett

#### Unions

Diane Lutz

#### Chief Information Officers Forum

Michael Cockrill  
Monthly

#### Procurement Customer Advisory Committee

Lynne McGuire and Amy Arnis

#### Department of Enterprise Services – Information Technology

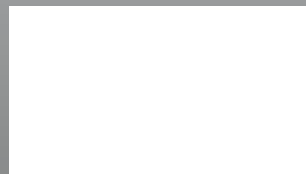
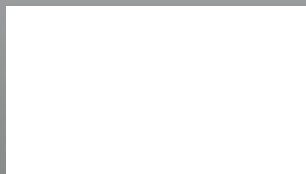
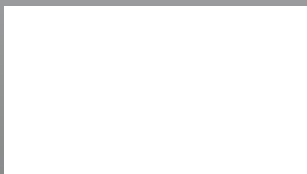
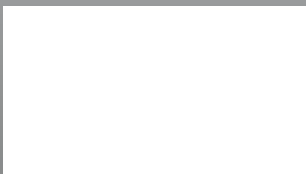
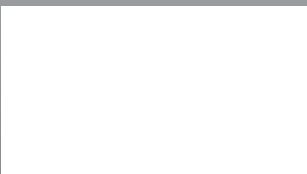
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#### HR Advisory Group

Glen Christopherson

#### Other

Small Agency Cabinet  
Separately Elected



# Project Roles & Responsibilities

Role	Responsibilities
Executive Sponsors	<ul style="list-style-type: none"> <li>▪ Owns the Project</li> <li>▪ Sets vision and cultural compass for the project</li> <li>▪ Manages key executive relationships and engages agencies behind the project</li> <li>▪ Deflects outside demands from the project</li> </ul>
Project Director	<ul style="list-style-type: none"> <li>▪ Liaison to Executive Sponsors</li> <li>▪ Manages key agency relationships and engages agencies behind the project</li> <li>▪ Directs Agency activities around the project</li> <li>▪ Balances project commitments with operations</li> </ul>
Project Manager Deputy Project Manager	<ul style="list-style-type: none"> <li>▪ Controls execution of project plan, task assignments, and resources</li> <li>▪ Executes stakeholder management plan and monitors effectiveness of engagement</li> <li>▪ Determines completion of deliverables</li> <li>▪ Identifies and analyzes issues for resolution</li> <li>▪ Responsible for day-to-day management of assessment vendor</li> </ul>
Executive Steering Committee	<ul style="list-style-type: none"> <li>▪ Offers perspective and insight representing the agency's perspective</li> <li>▪ Provides assistance with resources and support</li> <li>▪ Represents constituents in Steering Committee meetings</li> <li>▪ Engages with respective agency contacts, partners and constituents</li> <li>▪ Champions project direction, objectives, and outcomes</li> </ul>
Support Forums (e.g., CIO Forum, Deputies Meeting, etc.)	<ul style="list-style-type: none"> <li>▪ Provides assistance with resources and support in a timely manner</li> <li>▪ Offers subject matter expertise on key issues</li> <li>▪ Connects the project and assessment teams with the appropriate contacts</li> </ul>

# March

Monday	Tuesday	Wednesday	Thursday	Friday
3	4 Business Process Flash Diagnostic Training	5 Steering Committee	6	7
10	11	12	13	14
Complete Business Process Flash Diagnostic				
17	18 CIO	19 Deputies	20	21
Conduct on-site interviews				
24	25 Strategy Lab #1	26	27	28
31				

# April

Monday

Tuesday

Wednesday

Thursday

Friday

1

Strategy Lab #2

2

3

4

7

8

9

Steering Committee (2 hrs)

10

11

14

15

16

Sponsors (2 hrs)

Checkpoint

17

18

21

22

23

24

FMAC

25

28

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30



**For more information, please contact  
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[Denise.Doty@ofm.wa.gov](mailto:Denise.Doty@ofm.wa.gov)**

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