



Executive Steering Committee



December 5, 2017



Agenda

- Follow-up from Last Meeting
- Change Management Update
- Decision Package
- Other Activities
- Topics for January Meeting

- One Washington Check In – What are you hearing?
- Executive Steering Committee Meetings – How are we doing?

- ESC Support

Follow-up from last meeting

Discussion Points	Action Items
<ul style="list-style-type: none"> Agencies (Financial SMEs) are likely to have competing business activities occurring during the anticipated FY19 future state business capabilities documentation phase (and beyond). 	<ul style="list-style-type: none"> Addressed in Change Management Strategy and Communication Plan: <ul style="list-style-type: none"> Collaborate with agencies to analyze constraints (competing priorities) during this phase and develop agreed upon mitigation plans. One Washington will engage with the CFO community to ensure their support and buy-in for this effort.
<ul style="list-style-type: none"> The previous HRMS implementation was deployed using a high volume of staff from the agencies assigned to the implementation team. 	<ul style="list-style-type: none"> Addressed in Blueprint staffing model: <ul style="list-style-type: none"> Program costs include funding for all One Washington program positions. Agencies will not provide long term in-kind resources to the Program.
<ul style="list-style-type: none"> The One Washington program should leverage lessons learned from previous implementation (e.g.. HRMS 'big bang' approach was difficult for agencies.) 	<ul style="list-style-type: none"> Added to the One Washington action log: <ul style="list-style-type: none"> Action item added to conduct lessons learned reviews and leverage from other projects.
<ul style="list-style-type: none"> Ensure that key supporters advocating on behalf of the program are informed, current, and engaged. This is especially important as we approach Legislative Session. 	<ul style="list-style-type: none"> Created legislative strategy: <ul style="list-style-type: none"> Identify key supporters (steering committee members, deputies, legislative staff, legislators, etc.) to provide information on the One Washington program. Ensure that key supporters have their individual "talking points".

Change Management Strategy – Stakeholder Interviews: Summary






1. 22 agencies interviewed following approach
2. 5 themes and opportunities that can be actioned upon now
3. 39% of interviewed agencies have change processes in place
4. Propose Transformation Advisory Group members

Change Management Strategy – Stakeholder Interview: Approach






1. Document all agencies in Stakeholder Analysis excel
2. Determine what agencies to interview
3. Propose initial list and e-mail request
4. Confirm outreach approach
5. Schedule and conduct interviews

Change Management Strategy – Stakeholder Interviews: Themes and Opportunities

Themes

-  Cautious Support for One Washington
-  Need to understand timeline
-  In person communications are the most effective
-  Change investment by agencies
-  Expand website

Opportunities

-  Seek to build positive momentum and trust by sharing the incremental advances and wins. Consider a statement from the Governor
-  Socialize timeline and expected resourcing requests to allow agencies to budget and prioritize for One Washington
-  Include content and channels in the Comms plan and stress in person communications to the agencies
-  Agencies with a change culture will be well positioned for One Washington. They should share stories and best practices with other agencies
-  Website as a push as well as a pull for information: up to date information on timelines, status of program, scope, program team, etc.

Change Management Strategy – Stakeholder Interviews: Insights

Courts
WDFW
DEL
ECY
LNI
WSP
HCA
DSHS

DOL
WSDOT
MIL
Lottery
DOC
CI
OMWBE
DOH
ESD

WaTech
Parks

DRS



Leaders broadly messaging One Washington

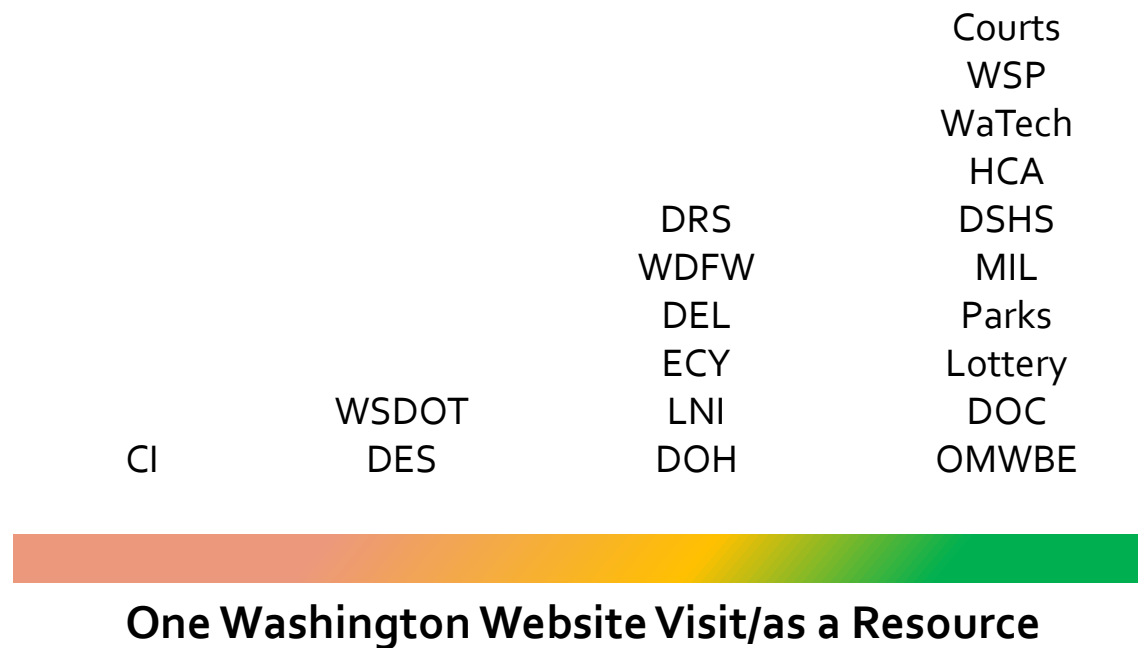
Change Management Strategy – Stakeholder Interviews: Insights

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			WaTech	DSHS
			Lottery	DOL
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			ESD	DOH
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WSP				
MIL				
OMWBE				
	Parks			

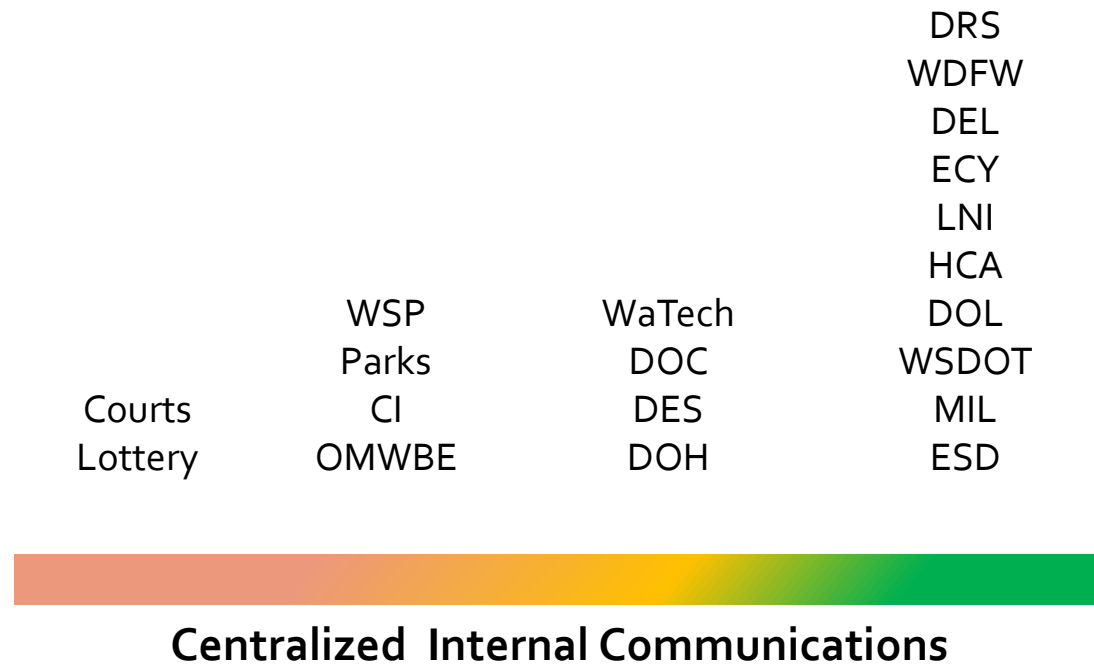


Change Culture/Methods Adoption

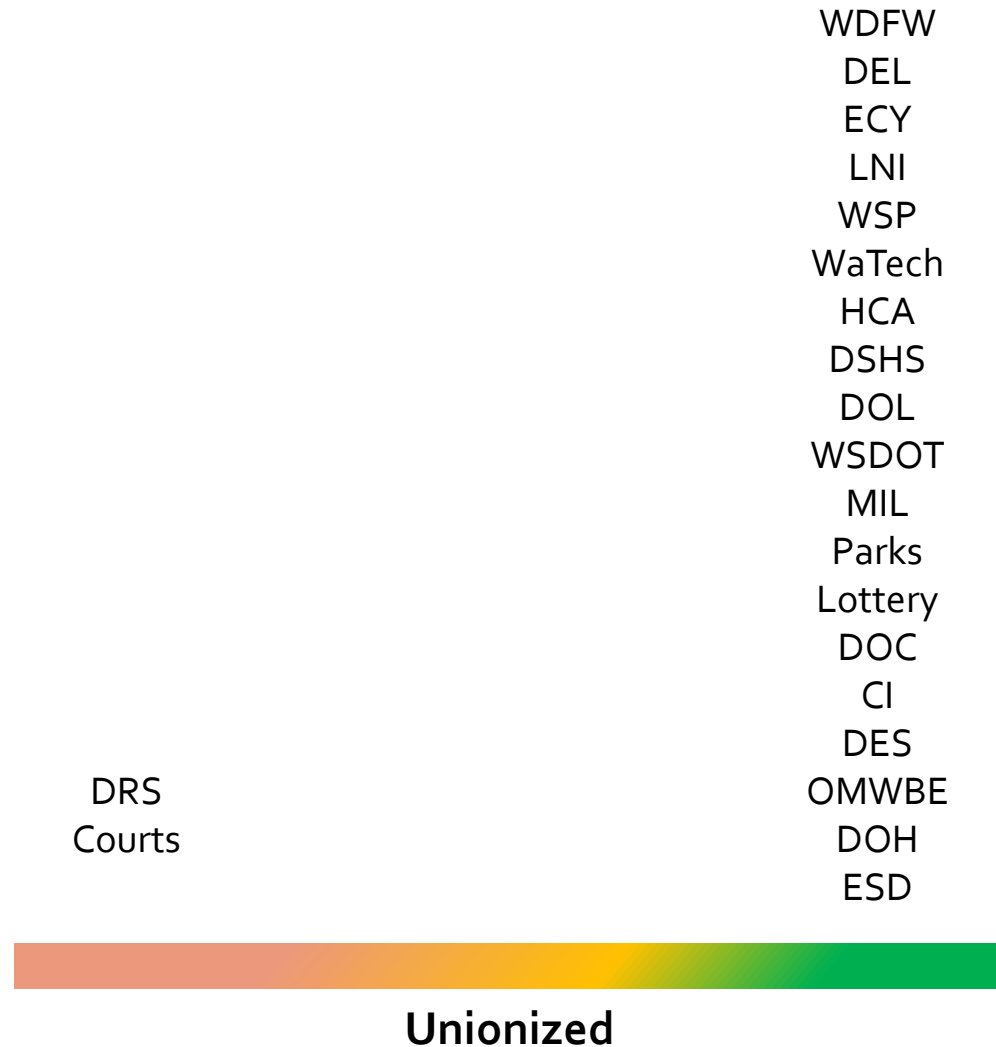
Change Management Strategy – Stakeholder Interviews: Insights



Change Management Strategy – Stakeholder Interviews: Insights



Change Management Strategy – Stakeholder Interviews: Insights



Change Management Strategy – Next Steps

- Continue to analyze what agencies should be interviewed and collect relevant information
- Plan for next 7 months activities
 - Establish Transformation Advisory Groups
 - Establish Transformation Network
 - Develop key messaging
 - Extend invitations to Change Management Meetings
 - Prepare administrative support resources, tools and templates for One Washington and agencies

Decision Package

Initiatives			
Procurement of Finance and Procurement Software	Assess Procurement Organizational Strategy	Assess Finance Organizational Strategy and Readiness	WSDOT One Washington Readiness
<ul style="list-style-type: none"> • Work with stakeholders to gather business capabilities and technical specifications • Work with WaTech to ensure infrastructure readiness • Facilitate software demos • Evaluate and select software • Continue to coordinate change readiness activities • Procurement of quality assurance (QA) professional services 	<ul style="list-style-type: none"> • Assess current business processes with procurement organizational strategy • Conduct review of laws, regulations, and policies in readiness for a new procurement system • Launch strategic sourcing assessment for a select group of categories 	<ul style="list-style-type: none"> • Assess current business processes with finance organizational strategy • Consolidate statewide master payee and customer files • Conduct a review of laws, regulations, and policies in readiness for a new financial system • Review business processes that could be improved with existing technology • Standardize accounting practices and data in preparation for a new system 	<ul style="list-style-type: none"> • Assess future state impacts to people and business processes • Develop communication and engagement plans • Conduct agency-wide stakeholder analysis and in-depth planning sessions with key stakeholders • Perform a thorough analysis of WSDOT systems and how they interface with TRAINS to determine the impact of replacing TRAINS with an ERP
<p>Statewide Initiatives: \$3.5m</p>			<p>WSDOT Readiness: \$2.3m</p>

Other Activities

- Program Blueprint - Budget
- Program Blueprint – HR/Payroll
- Business Intelligence Strategy
- Feasibility Study SSB5883, Section 130 (7)
- December TSB Meeting

Topics for January Meeting

- Blueprint version 2
- Business Intelligence Strategy

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<http://one.wa.gov>

For Questions, Comments, or Concerns:

OneWA@ofm.wa.gov

One Washington Timeline

