

JAY INSLEE
Governor



STATE OF WASHINGTON

OFFICE OF THE GOVERNOR

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EXECUTIVE ORDER 19-04

**ONE WASHINGTON: MODERNIZATION OF
STATE ADMINISTRATIVE BUSINESS AND SYSTEMS**

WHEREAS, Washingtonians expect higher quality services, faster interactions, more and easier access to services and data, stronger data protections, and better outcomes, but our aging enterprise administrative technology has grown more vulnerable to threats and potential system-component failures of unknown duration that could impact the state economy on a massive scale; and

WHEREAS, a statewide business process transformation is needed to institute efficiencies and improve accountability; and

WHEREAS, the current patchwork environment of legacy and other systems without common data standards and definitions lacks comprehensive data to aid in critical decision making; and

WHEREAS, reliance on old legacy systems and technology increases Washington's technical debt and requires recruiting a scarce and diminishing workforce; and

WHEREAS, Washington State is a technology and innovation leader and has one of the strongest economies in the country. While our state government biennial budget totals \$118 billion, we still conduct operations with a system developed in a computer language for which there are few resources that can support it. This greatly complicates and compromises our ability to meet the fiscal responsibilities entrusted to us by our residents; and

WHEREAS, a secure, integrated technology solution in human resources and payroll will link organizational strategies to talent management initiatives and drive employee engagement and productivity by leveraging modern workforce technology; and

WHEREAS, a secure integrated-technology solution in finance and budget will promote wider accountability of state spending and purchasing while improving transparency and alignment with strategic legislative, executive and agency goals; and

WHEREAS, implementing a secure integrated-technology solution in procurement will create a standard process across the state, identify cost savings in goods and services across the enterprise, yield data to better leverage the collective purchasing power of the state, boost environmentally sound purchasing, and increase opportunities for state contracts with women-owned, minority-owned and veteran-owned businesses; and

WHEREAS, in the 2013-15 biennium, the Legislature funded a business case for developing a strategy for business transformation and replacement of the state's aging financial and human resource systems, and for implementation of modern enterprise resource planning technology. After development of the business case, the One Washington program began readiness activities in the 2015-17 biennium to prepare the state for modern technology implementation. These readiness activities continue;

NOW, THEREFORE, I, Jay Inslee, Governor of the state of Washington, by virtue of the power vested in me by the Constitution and the statutes of the state of Washington do, effective immediately, hereby order and direct as follows:

To the One Washington program:

- 1. Establish program governance for effective management and partnership.**
 - a. Establish an executive steering committee composed of key Washington State executive branch agency leaders to serve as the overall governing body for the One Washington program.
 - b. The Office of Financial Management's (OFM) deputy director is designated as the executive sponsor and chair of the executive steering committee.
 - c. Establish other decision-making bodies, including a business transformation board and advisory committees, to support the executive steering committee's work. These bodies should include agency subject-matter experts who share the goal of informing program decision-making with their business and operational expertise.
 - d. Ensure that OFM, as business owner for the finance, budget, human resources, and payroll systems, and the Department of Enterprise Services (DES) as the business owner of the procurement function, will:
 - i. Guide the work of the business transformation board and the advisory committees.
 - ii. Implement policies and services necessary for the transformation.
 - iii. Assist in the modernization of business processes and technology systems.
 - iv. Help lead the development and implementation of a change-management framework.
 - e. Ensure executive branch agencies are represented in the One Washington program governance, and develop an issue resolution plan to escalate decisions within the One Washington program governance structure to the executive steering committee when necessary.
- 2. Deliver business transformation.**
 - a. The initial scope of business transformation will be finance, although all five core administrative functions (finance, procurement, human resources, payroll and budget) will also be updated. A new financial system will be implemented by 2025.
 - b. Support agencies in the business transformation work outlined below.
 - c. Facilitate development and implementation of the policies, processes and services necessary to transition and integrate, where appropriate, legacy business systems with secure modern technology.

- 3. Modernize technology.**
 - a. Lead the modernization of technology systems through selection, implementation and stabilization of high quality, cost-effective, secure, and modern technology solution(s) that will:
 - i. Enable core business transformation and standardization across agencies and improvements to service delivery to Washingtonians.
 - ii. Support modern business needs for information:
 1. Provide real-time access to data to support operations and decision-making.
 2. Collect and integrate data so decision makers have enterprise views and can easily make comparisons across the enterprise.
 3. Maintain a system that serves as the official state record for these business processes.
 4. Ensure security, privacy, data integrity, and data quality.
 - iii. Maintain critical enterprise business capabilities while fulfilling the state's role in ownership and operation of information technology infrastructure in alignment with the state's IT strategic plan.
 - iv. Enable strategies, such as limiting software customizations and optimizing configuration tools that ensure that system updates can be installed with minimal cost and effort. These strategies will help keep core system(s) up-to-date so data security and privacy are maintained and new features are made available to agencies without reliance upon additional software development. This will align with the state's IT strategic plan.
 - v. Partner with Consolidated Technology Services (WaTech) in accordance with chapter 43.105 RCW.
 - b. Ensure that technology solution(s) will be fully compliant with industry-standard best practices, federal standards, Office of Chief Information Officer policy, and state and federal law related but not limited to security, accessibility and privacy.

- 4. Provide organizational change management support.**

A formal organizational change management effort is critical to ensure successful preparation, implementation, adoption, and maintenance of the new technology, governance, business processes, policies, and services that this project will deliver. State employees need adequate support to prepare for and transition to new processes and systems. The One Washington program will:

 - a. Lead the development and implementation of the enterprise organizational change management framework, in collaboration with agencies.
 - b. Work with agencies to define roles and responsibilities needed at the state and agency levels to implement and sustain the organizational change management for our employees to be informed, prepared, and involved and to gain confidence with the business transformation.
 - c. Design and support agency readiness activities and assessments through a proven methodology and framework.

- 5. Monitor results.**

Continue to provide quarterly reports to the Legislature as work is completed. The One Washington program is expected to produce results that support Results Washington

Goal 5 to increase customer satisfaction and employee engagement, resource stewardship, transparency and accountability.

To executive branch agencies:

1. Deliver business transformation.

- a. Transform the state's core business functions through the One Washington program by modernizing the systems, processes and technology to improve efficiency, effectiveness, and customer satisfaction in alignment with Results Washington Goal 5 including:
 - i. Standardize business processes across the enterprise to drive efficiencies today, capitalize on opportunities, and prepare for future challenges.
 - ii. Provide sustained commitment to this enterprise strategy.
 - 1. Recognize that agency-specific customization is inconsistent with this enterprise solution and creates risk, higher costs, and system vulnerabilities for the state.
 - 2. Avoid agency-level customization requests for program review.
 - 3. Enable interfaces to permit real-time, data-driven decision making, data transparency, and data connectivity.
 - iii. Create business-process efficiencies with streamlined approvals and decision making, and greater employee engagement.
 - iv. Work to design enterprise workflows that foster interagency collaboration, lower risk, support employee mobility, and provide visible financial controls.
 - v. Maintain focus on greater transparency of government consistent with chapter 42.56 RCW, Washington's Public Records Act.
- b. Deliver value and benefits to the public through modernization of business processes that foster enterprise-wide collaboration and innovation.
- c. Engage with the program and system integrator to ensure the software solution is appropriately designed and configured. This work will include determining the appropriate system interfaces consistent with the One Washington program approach.
- d. Work with the One Washington program to implement and sustain the organizational change management necessary for our employees to be prepared, informed and involved and to gain confidence with the business transformation.
- e. Provide agency engagement, support, and leadership critical to the success of this endeavor.
- f. Provide expert resources to sustain the partnership and agency input for this program.
- g. Ensure legacy data is migrated and maintained consistent with this effort and applicable laws.
- h. Ensure the new financial system is implemented by 2025.

2. Monitor results.

Report to the executive director of the One Washington program as work is completed, with a quarterly report on progress provided by the second month of each quarter beginning in February 2020.

I invite other statewide elected officials, institutions of higher education, agencies of the judiciary, agencies of the Legislature, and boards and commissions to follow the provisions of this Executive Order.

This Executive Order shall take effect immediately.

Signed and sealed with the official seal of the state of Washington on this 30th day of October, 2019 at Olympia, Washington.



By:

Jay Inslee
Governor

A blue ink signature of "Inslee" over a horizontal line, with "30th" written above it in blue ink.

BY THE GOVERNOR:

A blue ink signature of "Neary" over a horizontal line.

Secretary of State
Mark Neary
Assistant Secretary of State