

November 2020

Purpose: Agency points of contact are encouraged to use these talking points and resources when communicating with their peers and leaders. Topical talking points are provided in each section below.

Primary Audience: Agency POCs

Guidance: One Washington has carefully crafted the intent and content in this resource. As you incorporate talking point content into agency communication channels, feel free to use agency voice but please exercise restraint in making edits to the core message.

Providing Feedback: We would appreciate your feedback on the format and content to make sure the talking points are valuable. You can email Emily Gilbert (emily.gilbert@ofm.wa.gov) to provide talking point feedback.

ONE WASHINGTON – MONTHLY RECAP

Here are the key updates from the One Washington team for November 2020:

November Recap: In November, One Washington worked closely with agency partners through a series of agency readiness and engagement meetings and agency data analysis reviews.

Key Activities:

- The One Washington program has designed an agency support team network, which is the next iteration of the existing POC network, in order to implement readiness activities across agencies for phase 1 of the system implementation. A follow-up e-mail to agency directors who have not yet identified their agency sponsor for the AST network was sent on November 2.
- The One Washington program is working diligently to prepare our agencies for phase 1. We understand and are mindful of agencies' priorities at this time and will provide agencies extra time to complete readiness activities when possible. Through agency deep dives and monthly POC meetings, we are doing what we can to inform and prepare agencies about upcoming implementation needs.

TALKING ABOUT ONE WASHINGTON

This section is intended to highlight the One Washington team's recommendation in messaging upcoming or accomplished milestones and program updates for different stakeholders within your agency.

CURRENT AGENCY READINESS ACTIVITIES

The One Washington program continues to work with the apparent successful bidder system integrator vendor to finalize contract negotiations. As we get closer to onboarding this new partner it will be important for agencies to prepare and engage as we transition into phase 1 of the Workday implementation. There are activities in which agencies can engage to make sure you are as prepared as possible when the SI begins implementation activities.

CURRENT AGENCY READINES ACTIVITIES TALKING POINTS

- **Participate in Agency Deep Dives.** The intent of deep dive meetings is to provide select agencies with an individualized touchpoint to the One Washington program team focused on current readiness and upcoming agency readiness activities.
- **Participate in Surveys.** Within the last few months, the program has sent out some communications and surveys to collect information that will help to provide the SI with valuable information right of the bat. This includes:
 - Agency Connectivity Requirement and Technical Constraints Survey. This survey seeks to gain additional details regarding agency technical contacts, current system authentication methods and network connectivity usage. This information will help the One Washington technical team to understand connectivity requirements and technical constraints in preparation for the new Workday solution.
 - Finance Reporting Survey Round 2. In September, a Finance Reporting Survey was sent out to collect information regarding financial reports that are currently being used by state agencies (Standard and Web Intelligence). This survey was reopened on November 17 to collect additional responses. The information collected will lay the foundation for reporting prioritization as the One Washington program works with the SI to design and develop the Workday solution.
 - We received feedback from 526 participants when the survey was initially opened and learned a lot of valuable information about how enterprise reports are being used today.
 - There is a large percentage of staff using reports to populate outdated systems and pushing data to Excel; Workday will help eliminate these non-value-added tasks and help the state to operate more efficiently.
- **Chart of Accounts Clean-Up.** OFM Statewide Accounting is reviewing the COA with the intent of cleaning up indices including the Program Indices, Organizational Indices, and Master Indices. One of the finance readiness activities where we need agency help with is to clean up your existing index codes. Each agency will need to identify how they plan to correct the many-to-one relationships within the current COA by the end of the calendar year. The planned changes will be shared with our SI to assist them as they begin implementing the new ERP starting the beginning of 2021. The cleaner our COA is, the easier transition we will have. If you have questions on how to correct your tables in AFRS, please reach out to your [Statewide Accounting Consultant](#).
 - Benefits of the new COA include:
 - Standardization of COA coding element usage and providing consistent application across the state.
 - Consistent data definitions and roll-up structures.
 - Promotion of consistent data capture and simplification of data retrieval processes for reporting and analysis.
- **Establish an Agency Support Team.** Creation of these teams by each agency and finding the right individuals to fill these important roles will greatly increase

agencies' ability to learn about, adapt to, and understand Workday implementation activities.

DECISION PACKAGE

The One Washington program is working to modernize the state government's work environment, improve agency performance and manage enterprise risk. The state has many outdated reporting and data management systems that risk poor oversight and management of billions of dollars in annual spending on goods and services. Agencies have long mitigated through individual systems, but these systems limit the state's ability to aggregate and analyze data on a statewide basis. The decision package is set to realize the full value of the Workday software solution and phase out the old systems over time.

DECISION PACKAGE TALKING POINTS

- **Alignment with Governor Inslee's Strategic Priorities:** At the heart of this request is a desire to improve state government in accordance with executive orders designed to modernize our work environment, improve performance, and manage enterprise risk.
- **Near-term Focus on System Replacement:** Much of the funding request focuses on activities needed to replace AFRS, TRAINS, and other agency systems with Workday. This is an important first step in migrating statewide business processes to a modern, cloud-based solution.
- **This request encompasses full phase 1 funding. We need to bundle core financials and purchase-to-pay functionality to maximize savings, reduce risks, and realize the full value of Workday. We cannot disable AFRS without full phase 1 funding.**
 - OFM requested \$95 million to implement Workday, a SaaS cloud-based ERP software application to replace:
 - AFRS, the state's accounting, payment and cost allocation system (phase 1a).
 - TRAINS, the Department of Transportation's Transportation Reporting and Accounting Information System
 - 28 agency administrative and finance systems.
 - **Benefits of Coupling phase 1a with phase 1b:**
 - **Workday financials span across both phase 1a and phase 1b. The state is paying for the full financial capabilities of Workday, yet all functions will not all be enabled until phase 1b is deployed.**
 - Workday will allow state leadership to make faster and more accurate forecasting and spending decisions based on up-to-date procurement data.
 - Consolidating disparate and manual purchasing activities into a single technology platform (Workday) will result in new process efficiencies and help the state better leverage its statewide purchasing power.
- **The One Washington program is big, complex, and has many moving parts. This request includes funding for program staff, state staff, finance and procurement SMEs, the systems integrator, and technical/interface development team members.**

FUNDING POOL

Two different funding pools are included in the One Washington 2021-23 biennial budget request:

- The One Washington Technology Pool; and
- The Agency OCM Pool

FUNDING POOL TALKING POINTS

- **The One Washington Technology Pool:** Agencies will need additional support during the Workday ERP implementation. This funding pool (distinct from the WaTech IT Pool) will be administered by the program, in collaboration with OCIO and OFM Budget. These funds will provide agencies with resources and support to update interfaces and replace existing systems.
 - Eligible agencies can request resource needs if it is for systems and interfaces that:
 - Will be replaced by the ERP system.
 - Need to be modified to interact with the ERP system.
 - Do not have agency internal resources to support the necessary modifications.
- **The Agency OCM Pool:** Agencies have limited organizational change management capacity to implement One Washington. This funding is for agencies to support change management, communications and learning activities for the Workday implementation. This pool is separate from the proposed One Washington Technology Pool and the resources will be part of the One Washington team.
 - Agencies that qualify for the Agency OCM Pool will receive one or possibly more OCM subject matter experts who will work with the program team to provide support for agency readiness activities and prepare individuals for the implementation of the ERP system.
 - Eligible agencies will be able to submit a business case to the One Washington program to request OCM resources.
 - These OCM resources will be available before, during and after implementation to prepare and support leaders and staff for changes resulting from the Workday ERP.

DEEP DIVE MEETINGS

The intent of deep dive meetings is to provide select agencies with an individualized touchpoint to the One Washington program team. The goals of these meetings include providing agencies with an update on the One Washington program, and discussing the agency's current readiness and upcoming agency readiness activities. The deep dive sessions will cover technology readiness, finance process readiness and people readiness for each agency.

DEEP DIVE MEETING TALKING POINTS

- The deep dive sessions will cover the following readiness topics:
 - Technology readiness: Review of systems and interfaces, connections to integration layers, and upcoming data conversion requirements.
 - Finance process readiness: Discussion of the new Chart of Accounts (COA) model, AFRS index code cleanup and current state finance process maturity.
 - People readiness: Discussion on the Agency Support Team (AST) structure and upcoming OCM activities.
- Each agency will receive an individualized assessment of their current readiness status in the format of an agency scorecard, which is based on the Baseline Readiness Assessment (BRA) completed last spring.
- The program team is working with agencies to identify dates and times that are best to hold these two-hour meetings. Note that not all agencies will be asked to participate in a deep dive session.

WORKDAY

The One Washington program has selected Workday as the ERP system vendor. Workday offers its financial management and ERP system on a common platform. This company is expanding rapidly to support large enterprises and focuses on service-centric sectors including healthcare, financial services, insurance, professional services, retail, higher education and government. Workday is highly rated for their customer satisfaction, service and support. They are known for having high-quality technical support and vendor responsiveness, as well as for their strong deployment services in their ease of deployment and integration.

WORKDAY TALKING POINTS

- Over 50 public sector organizations use Workday, employing over 400,000 workers across the country. Workday customers include six state governments as well as several city and county governments with populations of more than 500,000 people.
- Applications designed specifically for the cloud, such as Workday, have been proven to meet the requirements of organizations in the most heavily regulated and risk-averse industries worldwide.
 - Security is a top priority within the public sector. You can be confident that Workday's security model will also meet the needs of your organization.
 - The cloud offers secure gateways for data access to protect sensitive information.
 - Security measures prevent data loss and ensure proper authentication of user access to the system as a whole.
- Workday is delivered through a subscription-based predictable-cost model that includes services not found in traditional licensing models (e.g. mobile solutions, ongoing software maintenance, regulatory compliance updates, secure data backups, disaster recovery etc.).
- The new ERP system is intended to give agency leaders easy access to real-time data so they can make more informed, strategic decisions about how tax dollars are spent, and empower employees to better serve agency missions.

- Replacing Agency Financial Reporting System (AFRS) and WSDOT’s Transportation Reporting Accounting and Information System (TRAINS) with a modern system is necessary. The back-office systems that support the missions and functions of the state of Washington and serve the needs of its constituency were built during a time of smaller budgets, less personnel and fewer constituent needs. The systems are aging, poorly integrated with one another, require heroic efforts by staff to operate and pose identifiable risks. Today’s expectations of “on-demand” decision-making and greater transparency and accountability are hard to achieve with the current systems.
- This upgrade will provide many benefits to Washington; most notably, an integrated ERP solution that will allow agency leaders clearer insight into accounting activities for better decision-making. It will also provide improved functionality, user-friendly technology, simpler maintenance and better remote access.

SOFTWARE AS A SERVICE (SAAS) INFORMATION

The current AFRS system is hosted on an on-premises, state run data center, which Washington state built. In shifting to the new Workday ERP solution, the state will move away from the on-premises server and utilize a SaaS licensing model that will be hosted on a cloud server. The One Washington program team recognizes this is a new concept for many people. We are here to help you become as informed as possible about the One Washington program and the changes from the new Workday ERP system.

SAAS TALKING POINTS

- SaaS is a software licensing and delivery model in which a service provider hosts applications for customers and makes them available via the internet. Software is licensed on a subscription basis and is centrally hosted on a cloud server.
- Many private and public sector organizations are using SaaS solutions to outsource software maintenance and control costs. This type of system delivery model is helpful because it is quick to deploy, requires no infrastructure (accessed via the internet), delivers automatic updates and manages all backups and data recovery. This allows the state to free up valuable resources and time.
- The cloud can refer to anything remotely hosted and delivered via the internet. The cloud is a set of technologies (computers, servers, databases) that make up the technological infrastructure of the system on which the SaaS is hosted. All cloud programs are run by software and SaaS specifically are the business software applications that are delivered via the cloud.
- SaaS vendors, including Workday, recognize that every organization is unique and there is not always a one-size-fits-all solution for all government entities. Washington will be able to work with Workday to help design the system in a way that works best for its needs.

ENTERPRISE RESOURCE PLANNING (ERP) 101

The One Washington program is excited to partner with Workday to bring a world-class ERP system to Washington. If ERP systems are a new concept – or if you need a refresher – see the overview below to learn more about ERP systems and the benefits of having an enterprise-wide ERP.

ERP TALKING POINTS

- An ERP is a set of common business practices and a software system that implements core business practices across an organization. A complete ERP system combines business functions (finance, procurement, budget, payroll and HR) across an organization’s main resources – its people, money, information and assets – and provides decision makers with real-time enterprise information.
- The new ERP system will be implemented in phases beginning with Phase 1a, which focuses on replacing the state’s aging financial system and modernizing core financial processes. The Chart of Accounts (COA) is the center of many ERP software systems. The new ERP system will include a standardized enterprise wide COA.
- By implementing an ERP solution and transforming the processes that support the state’s business, One Washington will help ensure decision-makers have access to data that is accurate and timely, standardize common business processes across agencies and improve service delivery.
- ERPs provide real-time visibility into agency financial data, which is one of the greatest benefits of an ERP. By providing real-time information on available resources and the progress of orders and initiatives, ERP allows state governments to be agile and quickly respond to any changes or requests.

TECH TALK

As we move toward ERP implementation, we want to provide individuals in IT roles with information and tools to understand the IT impacts of the new system. Our “Tech Talk” section in the [newsletter](#) and talking points will help get IT users up to speed. Please note that some agencies will have more technology impacts than others, so some of the information may or may not apply to your agency. We will continue to keep you updated and informed throughout the duration of the One Washington project.

TECH TALK TALKING POINTS

- This fall, the One Washington program will work with agency POCs and agency leadership directly to discuss our data conversion needs for agency systems that will be replaced during phase 1 (Core Financials/July 2022). The program will also ask that agencies continue to update their Readiness Inventory (systems and data).
- One Washington is planning to make progress on several more critical activities in the near-term, including:
 - Participate in collaboration sessions for agencies with unique connectivity requirements
 - Complete transition work for Phase 0 Interfaces for select agencies
 - Continue conversion pre-work
 - Complete data sharing agreements for Phase 0 interfaces for select agencies

- Read the reporting and analytics current state/ needs report

AGENCY SUPPORT TEAM (AST) PLANNING

Successful implementation of the state’s new ERP solution will require aligning agency leadership around a shared vision for the One Washington future state, and engaging support and participation from agency staff with the right skills and abilities. As One Washington moves into implementation, a different kind of support is needed throughout the agencies to prepare for deployment of the new system and processes.

During previous phases, the POC Network played a critical role in communicating key messages across agencies. Implementation requires us to create a different support structure – the Agency Support Team (AST) Network. The AST will be comprised of staff who understand agency systems and business practices. They will help coordinate and complete readiness activities (people, process, and technology) in conjunction with the One Washington program team and agency leadership so that everyone is ready and prepared for One Washington.

AST TALKING POINTS

- All ASTs will make up the One Washington AST Network. Agencies will be able to choose the AST structure that best fits their agency’s culture and the impacts of One Washington (e.g., for small agencies, the AST may just be one or two people).
- The AST structure is an evolution of the existing POC network meant to organize agency resources to complete agency readiness activities in preparation for ERP implementation.
- The AST structure will not be a change for some agencies because they’re already operating this way, but it will be a change for others.
- Additional benefits of the AST Include:
 - Better knowledge sharing and collaboration between agencies.
 - Improved communications channels between One Washington and agencies.
 - Well defined roles and responsibilities to improve efficiency in completing One Washington tasks.
 - Onboarding and training program for new AST members.
- Responsibilities of the AST Sponsor:
 - Serve as “champion” for One Washington and lead the One Washington business transformation within the agency to meet project objectives and schedule.
 - Maintain accountability for executing agency-specific plans and tasks in support of One Washington implementation activities.
 - Set priorities, clear obstacles and mitigate risks related to One Washington.
 - Select the Agency Support Team (AST) network structure most appropriate for their agency (more information forthcoming).
 - Identify an AST lead and work with the lead to fill the other AST roles required based on the selected AST network. To clarify, the AST Lead will be similar to a project manager for your agency to manage One Washington day-to-day activities and serve as the main point of contact. We are not asking agencies to identify an AST Lead now – that will occur in November/December.
 - Establish a regular cadence to review status of project activities with all AST and committee members within the agency.

- Plan and conduct targeted One Washington awareness and progress meetings within the agency.

ONE WASHINGTON 101/BACKGROUND

What is One Washington?

One Washington is a comprehensive transformation program to modernize and improve the state’s aging administrative systems and business processes common across state government. There are five key administrative functional areas with organizational change management and the project management office supporting the transformation for the employees and the systems that will be modernized including finance, procurement, HR, payroll and budget.

ONE WASHINGTON BENEFITS TO AGENCY EMPLOYEES

- In implementing an ERP solution and transforming the processes that support the state’s business, One Washington will help ensure decision-makers have access to data that is accurate and timely, standardize common business processes across agencies and improve service delivery.
- ERP software is intuitive and user-friendly and allows employees to access data from anywhere with different devices, including mobile devices.
- With appropriate workflows, an ERP system can route requests to the appropriate person or group of people who need to approve or be made aware of a transaction.
- ERP functionality will help agencies better track how taxpayer dollars are spent and improve employee access to financial data, requiring less dependence on others to produce reports. New screens and automation will replace manual processes and spreadsheets.
- ERP systems provide real-time data, which allows accurate reporting and information on headcount, information on staff and organizational structures.

What does the timeline for One Washington milestones currently look like?

With funding secured, high-level implementation milestones are currently projected as follows:

One Washington milestone...	Will be completed during...
Announcement of ERP vendor and release of the procurement for a system integrator*	Complete
System integrator Request for Proposal released	Complete
System integrator selected	Complete
System integrator onboarded to One Washington finance implementation activities/AFRS replacement begins	Fall 2020/Winter 2021

One Washington milestone...	Will be completed during...
New chart of accounts available for agency use	Spring/Summer 2022
Go live of initial core finance functions	Summer 2022

**A system integrator is experienced with large enterprise complexities and provides implementation solutions. The system integrator is anticipated to lead the development of a methodology to design, develop and implement the financial solution.*

To learn more about One Washington, visit our [FAQ page](#).

ADDITIONAL ONE WASHINGTON RESOURCES

The One Washington program manages [an agency resources page](#) for resources related to the business transformation and program governance. The following list represents some of the resources available on the site:

- [Agency Deep Dive Video](#): featuring One Washington OCM Director Emily Poyner and DRS Project Management Office Director Amy McMahan describing the Agency Deep Dives.
- [One Washington Benefits](#): Learn more about the benefits of the One Washington program.
- [Why Workday One-Pager](#): Description of why the One Washington program selected Workday as our enterprise resource planning system vendor.
- [ERP 101](#): Find information about what an Enterprise Resource Planning system is to help ground your understanding of the changes you can expect with the One Washington project.
- [Modernization roadmap](#): Find more detail about upcoming One Washington milestones.
- [Wall of Success \(updated weekly\)](#): Use this dashboard – created during fall 2019 – to check your agency’s status on current initiatives.
- [List of agency points of contact \(updated weekly\)](#): Learn who the Point of Contact (POC) is for your agency.
- [Frequently Asked Questions \(FAQs\)](#): Find answers to common questions related to One Washington on this FAQ page.
- [Governance structure \(updated biweekly\)](#) and [org chart](#): Information regarding the governance members and how the One Washington program is structured can be found here.
- [AFRS case for change one-pager](#): Find information to help answer the “why now?” and case for modernizing the state’s financial administrative system, AFRS.