



#### Upcoming dates & activities:

- Master service agreement with system integrator, Deloitte Consulting, complete
- Agency deep dive meetings continue
- Agency support team network kicks off

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### Executive director's corner

As we enter the new year, we also enter the start of a new legislative session. For those of you who are either directly involved with the program or indirectly connected to the work, there are two key points to highlight. First, the program is ready: we are on time and on budget. Second, we have the right expertise on board. Our Master Service Agreement with Deloitte Consulting as our system integrator was signed at the end of December. We are excited to bring our newest partners into the fold and are confident in their capability to provide us with a world-class One Washington Workday system. There are many reasons why we chose Deloitte Consulting and

invite you to read more about the selection in the *One Washington system integrator: Deloitte* section of this newsletter.

I chose to highlight the start of the legislative session in this month's newsletter because support and continued funding for One Washington are crucial to our team's ability to meet our implementation goals. Full funding for all of Phase 1 will ensure that all financial and procurement pieces are fully implemented in Workday and will optimize the state's investment by allowing us to utilize more functionality of the system.



Full funding for Phase 1 helps support our One Washington Technology and Agency OCM pools, which is essential to getting agencies the resources they will need throughout the system implementation lifecycle. These resources will allow agencies to continue to carry out their day-to-day activities and meet their agency missions, while effectively providing participation and change management support required by the program.

Agency readiness also remains a One Washington top priority. Over the past month, the program team has continued to conduct agency deep dive meetings, develop communications products such as this newsletter, and implement agency-specific and targeted plans and activities. Recently, we kicked off our Agency Support Team Network. The AST Network creates additional sponsorship, project management and subject matter expertise to agencies to help them complete readiness tasks.

We are excited to continue to grow and build our project team and get into the development phase of the project. Thank you for all of your continued hard work and support – wishing everyone a prosperous 2021.

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# The One Washington System Integrator: Deloitte

I am excited to announce that we have reached a key milestone on the One Washington project: signing a Master Service Agreement with our system integrator, Deloitte Consulting. System integrators are entities that specialize in planning, implementing, testing and improving a technical solution – in this instance, the Workday solution.

The state of Washington is embarking on a once-in-a-generation effort to implement the Workday Cloud ERP to lay the foundation for a new way of conducting administrative business functions across the state. Deloitte understands the importance of One Washington and is a trusted partner with a proven track record of working with states to collaborate with agencies, big and small, to implement large, complex, highly visible projects:

- In the last biennial budget, Deloitte was engaged in three of the Governor's four priorities.
- Deloitte is a market leader in Workday implementation. Forrester, an independent research firm, named Deloitte as a global leader in Workday implementation services in their report, [The Forrester New Wave: Workday Implementation Partners, Q3 2019](#).
- Deloitte has significant experience with Workday and has completed more than 500 Workday implementations globally with more than 1,900 Workday professionals.
- In Washington state, Deloitte has worked to implement the most complex Workday Cloud ERP solutions for government entities, including Washington State University (Finance, HR, Payroll) and University of Washington (Finance).
- Deloitte has state financial management and finance ERP implementation experience. Several states have chosen Deloitte as a system integrator to collaborate on Cloud ERP and finance implementations, including North Carolina, Washington D.C., and Idaho.
- Deloitte has experience implementing an ERP project in a federated state and understands the nuances of state transportation agencies and the Federal Highway Administration. As a result of these experiences, Deloitte is well qualified to work with our agencies and knows how to succeed in a consensus-driven, decision-making culture. This experience will be especially critical when working with agencies such as Washington Department of Transportation WSDOT who will be highly impacted in replacing TRAINS.

As a result of these experiences, Deloitte is well equipped to work with our agencies and knows how to succeed in a consensus-driven, decision-making culture. The new team is ready and eager to work side by side with the state as we continue our One Washington journey.

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## Agency Spotlight: Q&A with DSHS's Mariann Schols

We spoke with Mariann Schols, Financial Quality Assurance Manager and Agency Support Team Lead for the Department of Social and Health Services (DSHS), to ask her about DSHS's approach to the One Washington program and her advice for other agencies as they get more involved in the One Washington journey.



### How did you and DSHS get involved in the One Washington Program?

Prior to One Washington really kicking off, DSHS felt it was important to start making their Chart of Accounts more consistent across administrations, which led to the formation of the Chart of Accounts Work Group. Our members began reviewing the COA data elements to define them and improve coordination. As One Washington gained more momentum, our work group became the Financial Advisory Committee for the program. We have representation across the administrations and any specialty areas; together, we work to address finance questions related to the One Washington program.

### How is DSHS approaching their organization and involvement with One Washington?

Within our agency, we have the DSHS One Washington Advisory Committee, which is responsible for overseeing different workstreams within the agency and reporting to our executive management team. Our advisory committee includes representation from nine work groups

including Budget, Change Management, Communications, Contracts and Procurement, Data Governance, Financial, Human Resources, IT Technical, and Payroll. Each work group includes a variety of subject matter experts from across the various administrations within the agency, and those work groups meet independently.

Given that there are over 16,000 employees within DSHS, each administration basically functions like a small agency, which makes it difficult for everyone to know everything that's happening within DSHS related to One Washington. The advisory committee meets once a month to discuss what the different work groups are doing and to make sure everyone understands all activities that are occurring since so much of the One Washington program is intertwined. Our advisory committee has been in place for two years now and has been very helpful in keeping everyone in the loop. We have fantastic participation and inclusion across administrations within our agency.

### **What recommendations do you have for other agencies as they get deeper into their One Washington journey?**

Communication is key. As I mentioned earlier, we have a specific communications work group that is responsible for creating a plan to communicate key information from our work group and the program. We have found that it is not efficient to send all information to all agency members. Instead, we utilize individual listservs within our agency to target specific groups with information that is relevant to that population. For more general or widely applicable information, we put articles in the DSHS electronic and online newsletter.

Another thing that will be important to keep in mind is that the transition from AFRS to a new system is not going to turn on a dime. There will be some pain-points, but ultimately this new system is going to be great for everyone. Currently, our process is difficult and time consuming. We struggle to extract reports without first massaging the data, and there is no clear or easy way to visualize information. The tools that will come with the Workday solution will help us to drill down and isolate information quickly and make our jobs more efficient. DSHS is looking forward to continuing to work with the One Washington program to fully take advantage of this new ERP solution.

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## **Agency support team network launch**

There has been a lot of information recently regarding the new Agency Support Team Network, which officially kicked off its activities on January 21. As a reminder, the Agency Support Team refers to everyone within an agency supporting One Washington. Depending on the size of your agency, this may just be one person. While the One Washington OCM Team maintains the list of AST members and coordinates communications to agencies, all agency outreach and tasks should flow through the AST Lead.

During the kickoff meeting, the One Washington program and AST Leads discussed the following topics:

- Roles and responsibilities of AST Leads and other team members.
- The launch of the Agency Readiness Checklist, which will provide agencies with a tailored list of activities to help keep them on track as they prepare for changes related to people, process, and technology for the One Washington program.
- The Readiness Assessment #2, which is a follow-up to the Baseline Readiness Assessment from late 2019.
- Upcoming agency readiness activities.

Below is a brief description of the possible roles your agency may have within its Agency Support Team. At a minimum, each agency will have a sponsor and a lead. Additional roles will be filled as necessary depending on the needs of your agency.

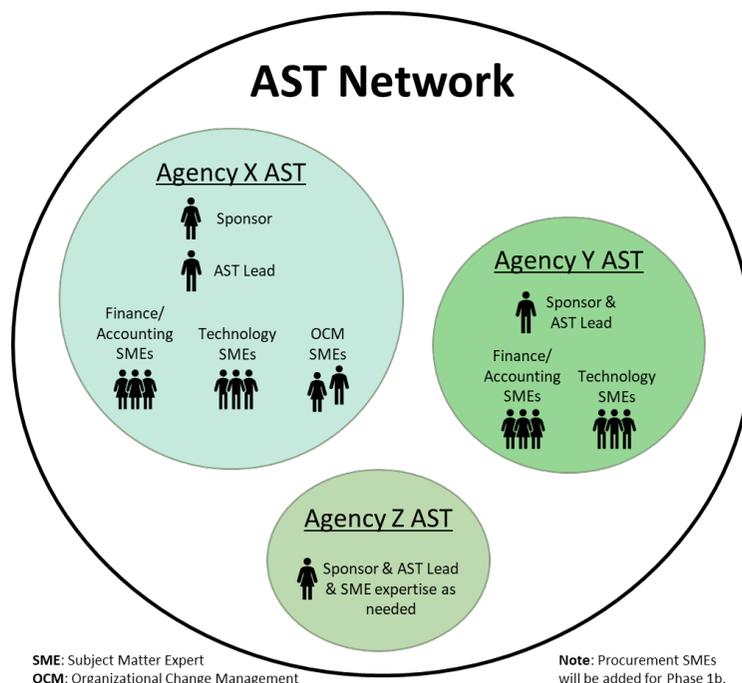
Role	Description
Agency Sponsor	<ul style="list-style-type: none"> <li>Overall leader of the One Washington business transformation within the agency, serve as advocate &amp; mobilize agency staff.</li> <li>Set priorities, clear obstacles, and mitigate risks.</li> </ul>
AST Lead	<p><b>Main point of contact for the agency for all One Washington activities and communications.</b></p> <ul style="list-style-type: none"> <li>Manage agency-specific plans and tasks in support of One Washington implementation.</li> <li>Lead completion of One Washington activities and report on progress, risks, and concerns.</li> </ul>
OCM SMEs/Agency Change Agent(s)	<ul style="list-style-type: none"> <li>Responsible for One Washington-related OCM activities</li> <li>Support impacted staff to successfully adopt the enterprise-wide processes and Workday solution.</li> </ul>
Finance SME(s)	<ul style="list-style-type: none"> <li>Participate in discussions, sessions, training and workshops pertaining to the process areas on behalf of the agency.</li> </ul>
Technical SME(s)	<ul style="list-style-type: none"> <li>Modify and provide information on agency systems and interfaces.</li> <li>Assist with various data-gathering, data conversion, and validation activities.</li> </ul>

### What does the launch of the AST Network mean for my agency?

Each agency is responsible for setting up its Agency Support Team in the way that makes the most sense for itself. The AST Network is comprised of all of the agency support teams. The diagram to the right shows different options for how agencies can structure their agency support teams.

While most AST Leads and Sponsors have been identified, many agencies are still in the process of determining which structure will work best for them.

In the meantime, AST leaders are tracking activities that need to be completed related to One Washington and determining the best way to disseminate information to agency staff.



### Is there anything I need to do for my agency's team or the network?

At this point in time, just be on the lookout for communications from your AST leadership providing you with helpful information related to the project. This group is responsible for supporting your change management activities and getting individuals plugged in when necessary, depending on the needs of the program. If you have any questions related to the One Washington program or are interested in joining your Agency Support Team, reach out to your AST Lead directly.

## Tech Talk

Following is a list of our recently completed technology activities as well as the 30, 60 and 90-day outlook for additional technology activities. For items with a diamond indicator (❖), you can expect communication from the Technology Team requesting additional input (if applicable to your agency). Items with a checkbox indicator (☐) are applicable to all agencies, boards, commissions and institutions of higher education.



What is Tech Talk?  
Tech talk is information for state technical professionals who are supporting the Workday implementation.

**Ready? Set? Go!**  
We are onboarding our SI partner and beginning the planning stage for the Phase 1A implementation.

**Technical Leads**  
Dan Ward, One Washington  
Kristen Flannery, Deloitte

- ❖ Expect communication from the Technology Team requesting action.
- ☐ Applies to all agencies, boards, commissions and institutions of higher education.

Timeframe	Activities
30 Days	❖ Select Agencies: Continue Conversion Pre-Work
	❖ Select Agencies: continue to complete migration to <a href="#">standardized AFRS interfaces</a>
60 Days	☐ One Washington Readiness Spreadsheet <ul style="list-style-type: none"><li>☐ Review your Readiness Spreadsheet</li><li>☐ Make sure it is complete and up to date</li><li>☐ Re-submit any updates</li><li>☐ Questions? Email <a href="mailto:OneWa@ofm.wa.gov">OneWa@ofm.wa.gov</a> – Tech Talk</li></ul>
	☐ Tech Talk Live! <ul style="list-style-type: none"><li>☐ Meet the System Integrator Team</li></ul>
	☐ The One Washington team will share: <ul style="list-style-type: none"><li>☐ Integration approach</li><li>☐ Data conversion strategy/plan</li><li>☐ Configuration &amp; technical security framework</li></ul>
	☐ Data Conversion/Mapping
90 Days	☐ Phase 1A inventory validation

For questions related to One Washington **Tech Talk**, please email the [One Washington mailbox](#) and use the subject “Tech Talk.”

## One Washington accomplishments and upcoming milestones

The following section outlines the accomplishments – achieved and upcoming – for the One Washington program based on the [modernization roadmap](#).

- **Run/ Imagine/ Deliver Process Map.** Next month, the program will release a process map that will show an overview of the system integration process that One Washington will work toward.
- **System Integrator selection.** In mid-October the One Washington program concluded its interviews with SI vendors and selected the apparent successful bidder. The Master Service Agreement was signed at the end of December.
- **Readiness Survey #2.** The follow-up to the Baseline Readiness Assessment will be launched on January 29 to gain insight and understanding into the readiness of agencies as they prepare for One Washington.



## Additional Resources

The One Washington program manages [an agency resources page](#) with resources related to the project and how the state will oversee it. The following list represents some of the resources available on the site:

- [Agency Deep Dive Video](#): Features 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.
- [SaaS 101](#): Background information about Software as a Service (SaaS) solutions.
- [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.
- [AFRS case for change one-pager](#): Find information to help answer the “Why Now?” question and understand the case for modernizing the state’s financial administrative system.
- [Modernization roadmap](#): Find more detail about upcoming One Washington milestones.
- [Frequently asked questions](#): Find answers to common One Washington questions on our FAQ page. This month’s updated FAQs will answer your budget-related questions.



## Have questions to ask or feedback to provide?

Questions, comments and feedback related to this newsletter's content, structure and organization and the One Washington program broadly are welcomed at [onewa@ofm.wa.gov](mailto:onewa@ofm.wa.gov).

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