



Session L:

ERP Implementations: Selections, Implementation and Dealing with Implementations Remotely

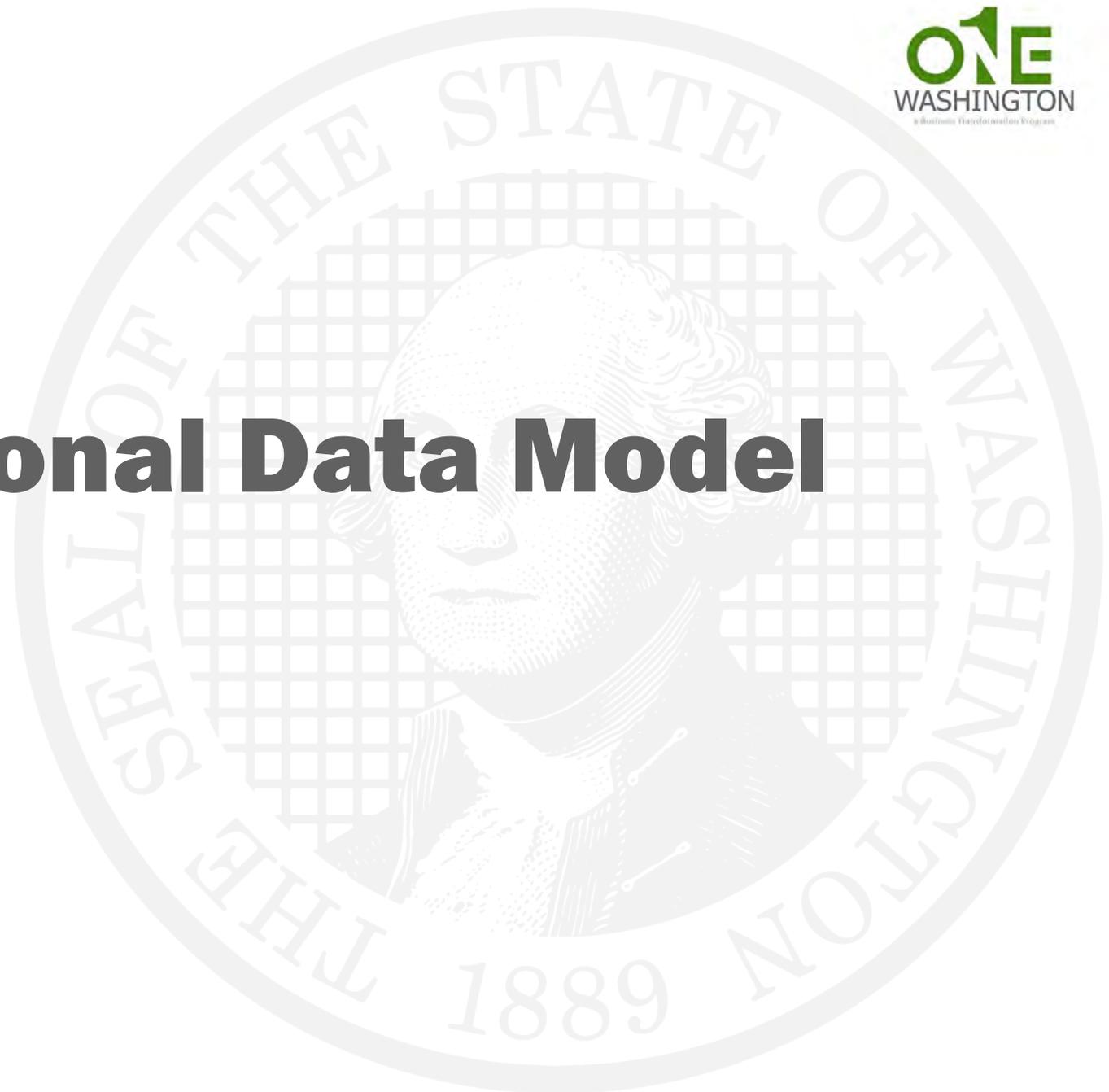


- The State of Washington is in the middle of the OneWA project to implement Workday Financials, Procurement and Payroll in stages.

- We are here today to talk about:
 - Our Foundational Data Model
 - Lessons learned in the completed procurement, selection, and negotiation processes
 - To date lessons learned in the implementation process
 - Our challenges in a Covid19 remote implementation



Our Foundational Data Model



WHAT IS THE FDM AND WHY IT'S IMPORTANT



WHAT IS THE FDM?

The Foundation Data Model or FDM is the data model used across the Workday platform (Financials, HCM, Payroll) that establishes the foundation for transaction processing and reporting. It consists of both the worktag definitions and structure as well as the FDM values.



WHY IS THE FDM IMPORTANT?

Allows users to tag their business documents / transactions by business dimensions that are relevant to each area of the State while providing a framework to support financial and management reporting across OFM and the agencies.



NOTE

While the FDM definitions and structure will be solidified, the FDM values will never be “final.” It is an evolving set of values that will continue to be updated and refined as the One Washington program continues to configure and test Workday. Even after go-live, there will be opportunities to update and refine the FDM values which will require agencies to follow a governance process.

“Better Data = Better Decision Making”
– *Brian Tinney*

WHEN IS THE RIGHT TIME TO START THE FOUNDATION

The State began the process of building the foundation during the procurement process. Sessions were held to educate the State on the chart of account (COA) options available in the modern ERP systems. They were encouraged to think about what types of information and data that were requested but was either not easily available or not available at all. The culmination of the sessions and the education was the development of a COA model that would be used to help guide selection and implementation decisions.

Steps to get to a Model

1. **Review existing structure** and identify the elements used for multiple purposes
2. **Define new elements** and draft the specific definition
3. **Pilot agency mapping** and plan for the clean up effort
4. **Provide model to the integrator** and align the model with the selected system

The COA Model includes

- A list of each element
- The definition and prescribed use of each element
- A plan to cross walk existing system elements to the new system

The FDM Worktags Answer These Questions:

Who is responsible for financial oversight of a transaction?

Company – The state agency
Cost Center – The unit responsible

How is a transaction funded?

Appropriation – Expenditure Authority
Fund – A high level source of funds
Grant–Sponsor/federal grantor funded arrangement

What was done with the money?

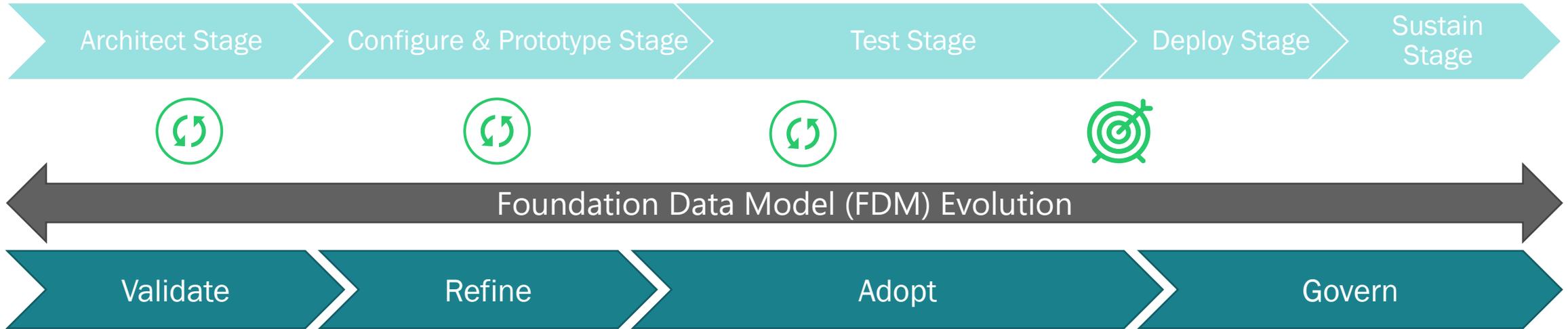
Ledger Account
Region

Spend Category
Revenue Category
Sales Item

Why did the transaction happen?

Program – Mission based prescribed services
Budget Activity – Program support actions
Project – Time limited activity

TRANSITIONING FROM AFRS TO WORKDAY | FDM EVOLUTION



- FDM research and proposed structure
- FDM blueprint with identified delivered and custom worktag
- Prototype FDM design with subset of Agencies

- Collaborate with Agencies to map from AFRS to Workday
- Collaborate with Agencies to map set values for hierarchies
- Collaborate with Agencies to make changes

- End users test new FDM
- Agencies continue to validate and find tune
- FDM governance put into place

- End users continue becoming familiar with FDM based on OCM activities
- FDM will be refined in each of the subsequent phases
- Manage FDM changes after Phase 1A go-live based on governance structure

Intricacies, nuances and number of transaction codes
Volume of Chart of Account values
Agency specific values

WHAT IS THE OUTPUT OF THE FDM DESIGN PROCESS?

The FDM Blueprint is the output from a series of sessions during the Plan and Architect stages that documents the new data model design to support the new workflow processing, reporting requirements, and analytics.

- 1. Kickoff and Overview session** – introduction to process
- 2. Discovery sessions** identify delivered and custom worktags
- 3. Working sessions** with FDM project team to detail worktag definitions/usage further
- 4. Pilot agency mapping** COA values to FDM
- 5. Outreach sessions** with OFM Divisions and Agencies to validate the FDM design
- 6. FDM Blueprint socialization**



FDM Blueprint

Purpose

- Share initial draft of FDM to allow for build activities to begin
- Use as an education tool for project team members, project SMEs, OFM divisions, and agencies

Contents

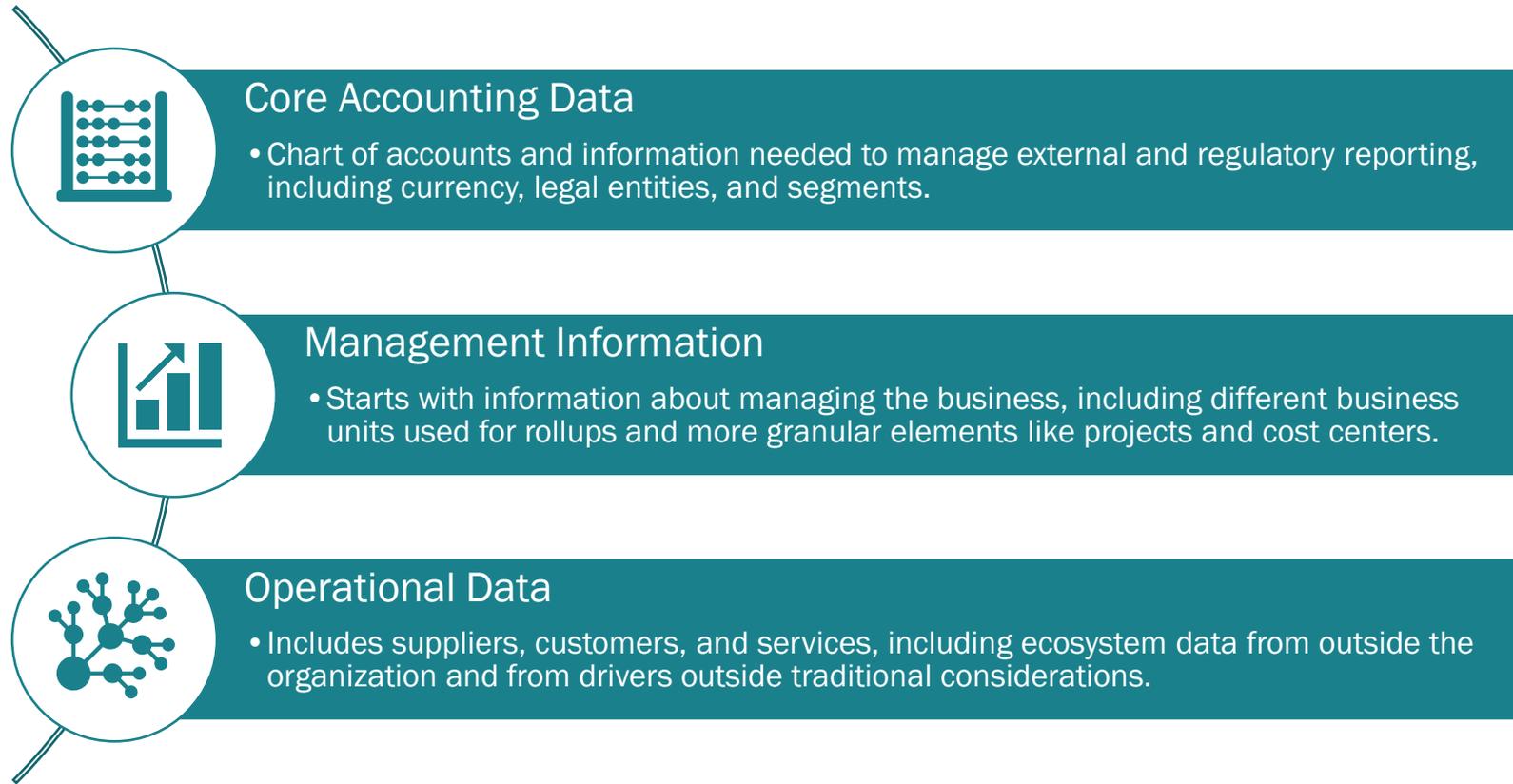
- Initial drafts of FDM structure and worktag definitions
- Information illustrating how FDM functions
- High-level mapping from legacy system (AFRS) segments to Workday
- Initial FDM governance highlights

Target Audiences

- Project team members
- SMEs working closely with project
- Finance leaders at OFM divisions and Agencies

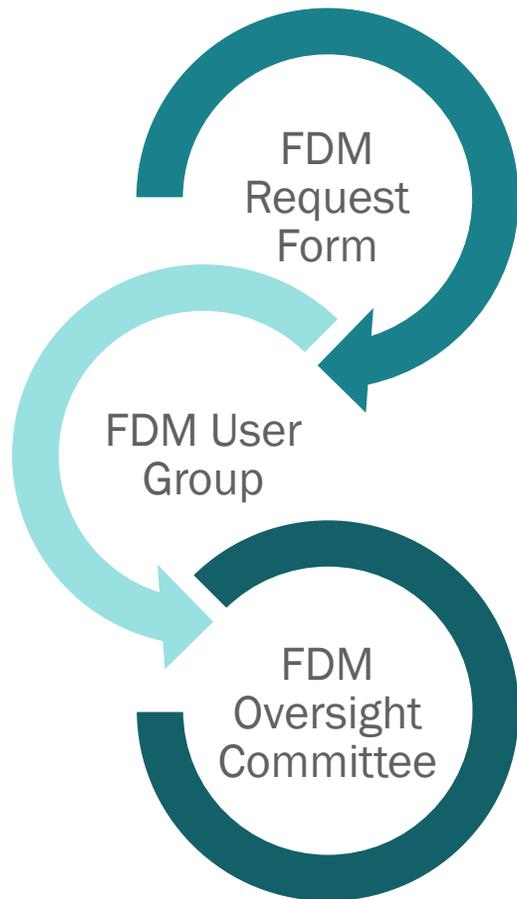
NEW DATA MODEL | CONSIDERATIONS

Re-designing finance data with a common information model can be broken down into three separate functions.



GOVERNANCE | FDM COMPONENTS

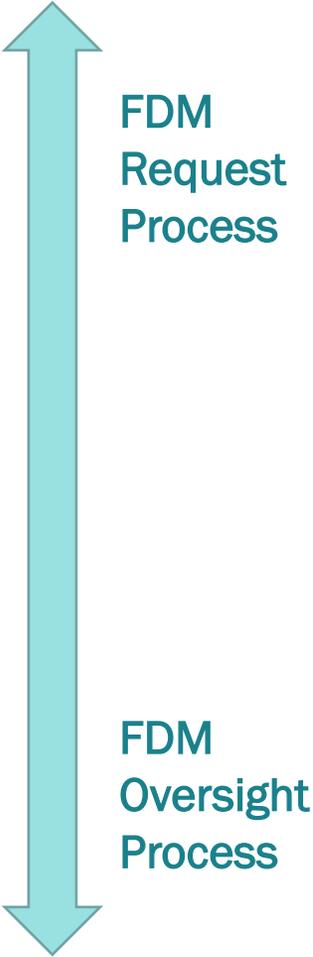
A variety of tools can be established to assist with the FDM governance process to request, route for approval, and enter/maintain the Workday data model.



- On-line “form” to collect business justification and automate FDM request process.
- FDM Request configured for each type of worktag, and applicable questionnaire based on FDM Request type.
- FDM Request routed for approval based on business rules.

- Authorized FDM User Group member(s) have necessary Workday security to configure/maintain worktags (i.e., create/modify worktag and/or hierarchy).
- FDM Request workflow approval includes all applicable functional areas, technical teams (reports, integrations, conversions), security, and OCM (training and communications) representatives.
- Follows rules and procedures as established by the FDM Oversight Committee.

- OFM (including Accounting, Budget, HCM, and Procurement), agency, and IT representation that has a diverse makeup for State financial statement and management reporting needs.
- Ensures the FDM structure and purpose/definitions meet the needs across the State.
- Share leading practices and how FDM is being configured and maintained to safeguard state-wide consistency across all the agencies.





Lessons Learned

Procurement

Selection

Negotiation

Implementation

PROCUREMENT LESSONS LEARNED

1. Procurement process clearly defined
 2. Work with contract staff from the beginning
 3. Define scope, schedule and budget
 4. Include key agencies in the process
 5. Prepare the selection committee early
 6. Vendors understand expectation
 7. Statement of work templates included
 8. Contract terms are clear
-

SELECTION LESSON LEARNED

1. Selection criteria is defined and followed
2. Demonstration schedule and logistics are ready
3. Selection committee is trained
4. Scoring tools are developed
5. Responses are evaluated and scored
6. Demonstrations are scored
7. References are checked
8. Formal selection process is followed – stage gates

NEGOTIATION LESSONS LEARNED

1. Attorneys are prepared and available for duration
2. Timeline and expectations are set
3. Pressure is established early
4. Concessions are agreed to up front with internal team
5. Logs are used to track issues, decisions and action items by all parties
6. Roles and responsibilities are set
7. Staffing and level of effort is clearly documented
8. Remedies are clear, enforceable, and actionable
9. Risks are understood and fair

IMPLEMENTATION LESSON LEARNED

1. Staffing is secured and trained
 2. Clear implementation timeline and schedule
 3. Roles and responsibilities are defined at all levels
 4. Agencies OCM and defined processes to give and get updates
 5. Stage gates are used to move to next phase and enforced when not ready
 6. Decision makers and escalation process in place and ready to work
 7. Design – focus on defining, use to drive all activities
-



ERP Implementation in a Remote Environment

Challenges When We Are Not Together

**Missing
body
language
and eye to
eye contact
in meetings**



**No chat time in
the break room**



RIGHT SIZE AND RIGHT PEOPLE IN MEETINGS

Tend to include 'everyone' when a room would not hold 'everyone'



Invite everyone without being specific on who is required

Send	Title	Discuss Project Plan		
	Required	Sam, Mike, Jane, Tom		
	Optional	Joe, Robert		
	Start time	Fri 3/4/2022	11:00 AM	<input type="checkbox"/> All day <input type="checkbox"/> Time zones
	End time	Fri 3/4/2022	12:00 PM	Make Recurring
	Location	Microsoft Teams Meeting		

Microsoft Teams meeting

Join on your computer or mobile app
[Click here to join the meeting](#)

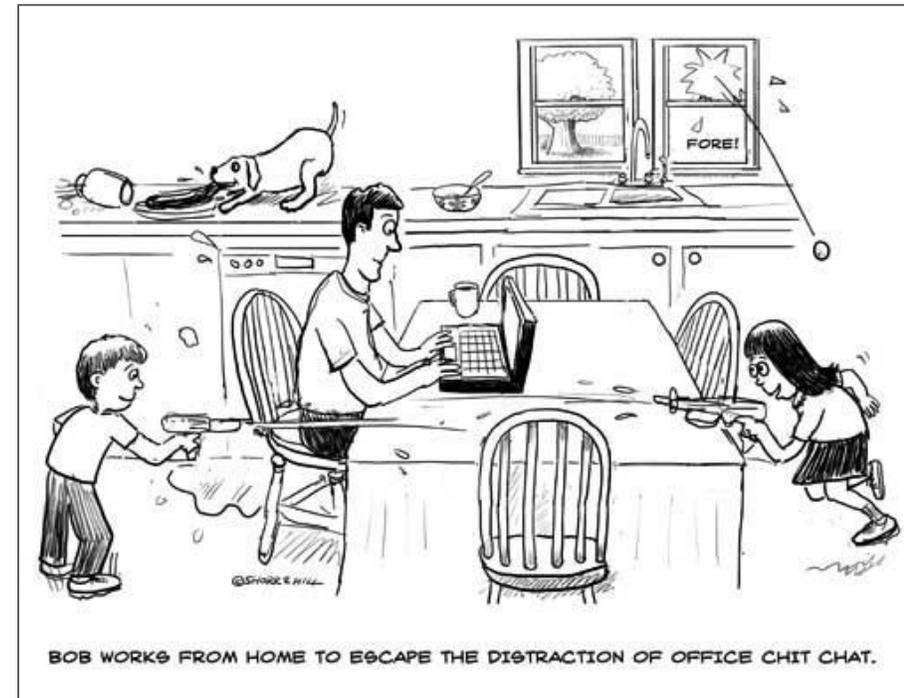
In the meeting, Joe is missing but is the primary decision maker

BALANCING HOME AND WORK LIFE

Working from home....



Some family members
(including pets)
don't
understand the
need for peace
and quiet.



LACK OF TECH SUPPORT AT HOME

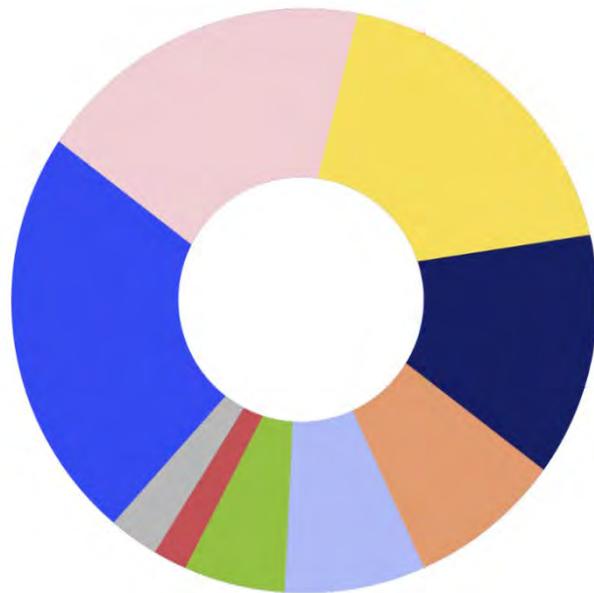


Except when it
doesn't !!!!

Internet that drops and bandwidth
restrictions wreak havoc!!!



What's your biggest struggle with working remotely?



- 20% ● Collaboration and communication
- 20% ● Loneliness
- 18% ● Not being able to unplug
- 12% ● Distractions at home
- 10% ● Being in a different timezone than teammates
- 7% ● Staying motivated
- 5% ● Taking vacation time
- 3% ● Finding reliable wifi
- 5% ● Other



WE ARE BETTER TOGETHER!

A White Board !!!!!!!



Teamwork !!!!!!!



THANK YOU!

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