One Washington
Change Management Approach

Washington State Department of Enterprise Services
Contract No. K2636 dated February 20, 2014

Table of Contents

1.0 Deliverable Overview

1.1 Purpose

The One Washington Change Management Approach builds on the Readiness Assessment. While the Organizational Readiness Assessment identified readiness gaps, the Change Management Approach recommends a high-level approach for addressing those gaps and increasing readiness.

1.2 Key Question

The Change Management Approach seeks to answer the following question:

What is the approach for the State to manage organizational change needed to implement and operate a new ERP solution?

1.3 Key Considerations and Assumptions

The development of this deliverable has taken into consideration the following:

- The Change Management Approach was based on the outcomes of the Readiness Assessment, which determined readiness levels as of May 5, 2014, when interviews were completed.
- The expectation is that the Change Management Approach can be built out into more detailed change management plans once One Washington's end solution is identified.
- The Readiness Assessment deliverable meets the requirement defined in Contract K2636 in the Compensation Section, as well as in the Statement of Work, Section 5.1, related to Phase 2, Deliverable #2.

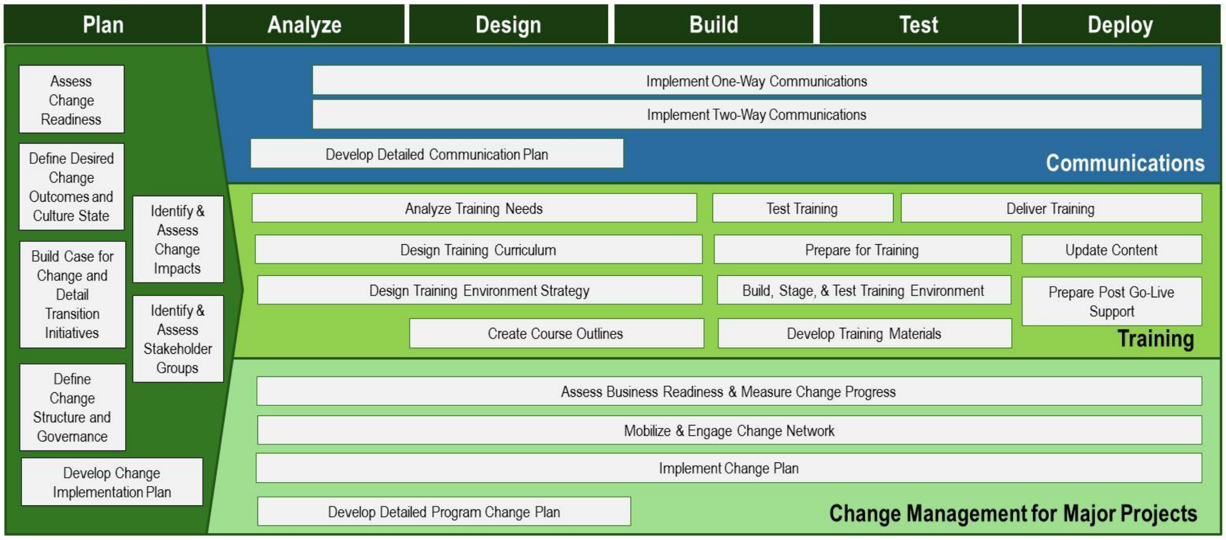
2.0 Executive Summary

The One Washington Change Management Approach is designed to recommend a high-level approach to address the results of the Readiness Assessment performed in April-May 2014. The One Washington Change Management Approach provides a strategic–level approach for managing change throughout the project lifecycle and for the transition to a steady state of operations. The deliverable was developed with consideration given to environmental and cultural aspects of the State of Washington and other influencing factors that could impact change adoption.

Based on data derived from the Readiness Assessment and industry best practices, the Change Management Approach recommends strategies for improving readiness levels across the organization. This is done in three central ways:

- Communications
- Training
- Change Management for Major Projects

This deliverable addresses the central themes of the Readiness Assessment by exploring ways that Communications, Training, and Change Management for Major Projects can be used to foster adoption. We recommend the State execute a Change Management Road Map, as shown below, to integrate these efforts in a coordinated way to maximize the State's investment and opportunity for success.



3.0 Change Management Approach

3.1 Approach Overview

The Change Management Approach begins by leveraging data obtained during the Readiness Assessment to best formulate a high-level change management strategy. Given the current level of change readiness and based on Accenture's experience, we recommend the State adopt the Change Model illustrated in Figure 3.1.

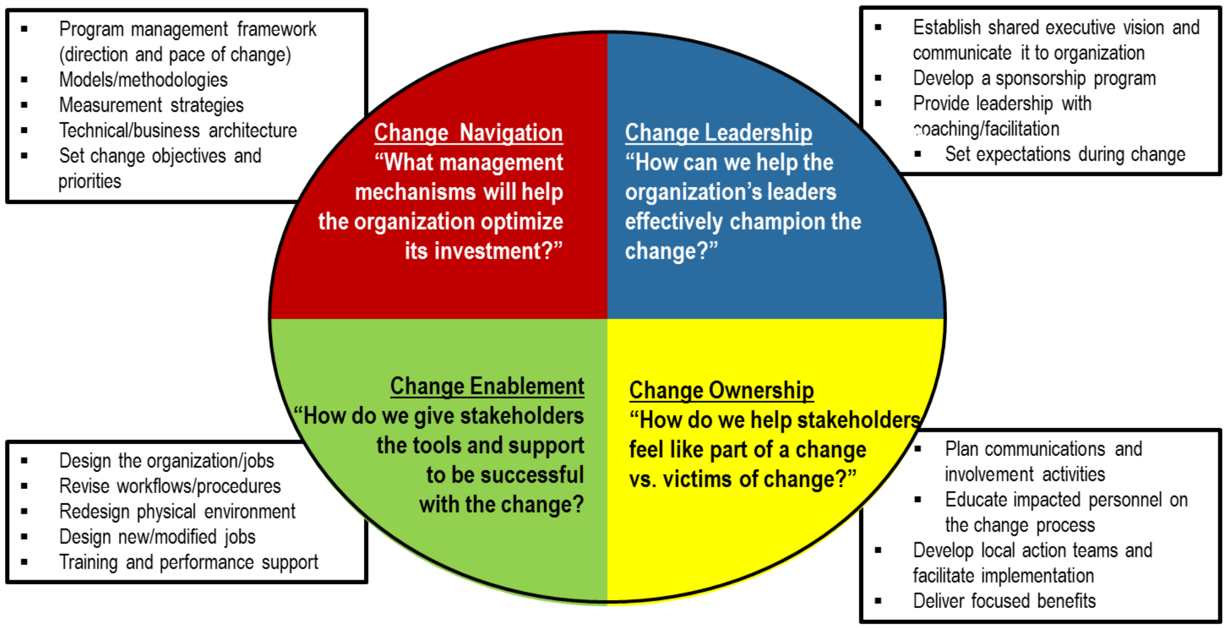


Figure 3.1: One Washington Change Model illustrates how the four quadrants of the Change Model can be put into action on the One Washington program.

This Change Model addresses the four key dimensions of the change process: navigating through change, leading change, providing tools to enable change, and finally, facilitating ownership of the change.

In the Navigation dimension, a program management framework is developed that includes change objectives, priorities and measurement approaches. The Leadership dimension includes the development of a sponsorship program, the establishment and communication of a shared executive vision and the setting of expectations for the change process. The Enablement dimension defines the communication, training and other related performance management and organizational design requirements. Lastly, the Ownership dimension is where those impacted by the change exhibit commitment to the new target state through various involvement activities.

Change Commitment Curve

The Change Commitment Curve shows the different stages of change adoption – Awareness, Understanding, Buy-In, and Commitment. Impacted groups progress through the curve over time. With effective change management, users will progress in support of the change. Without change management, users may oppose the change, waver in their support of the change, or move through the stages of change adoption at a slower pace.

With the proper change management, groups should move at an anticipated pace, as follows: Sponsors, because of their key position in initiating the project, acquiring funding for the project, and building a governance structure for the project are likely to support the change sooner than a Change Agent or End User would, and thus will move up the curve at a quicker pace. Change Agents will have a focal point role in disseminating information from the Sponsors and Project Team to their agencies and departments. Given their project knowledge and involvement, we would expect them to move up the curve quicker than an End User. Lastly, End Users, because they are not involved in the day-to-day events of the project, will advance up the curve at a slower rate.

The Change Model, described in the previous section, can be mapped to the Change Commitment Curve to indicate the activities that should be performed at that particular readiness stage to help users progress to the next stage.

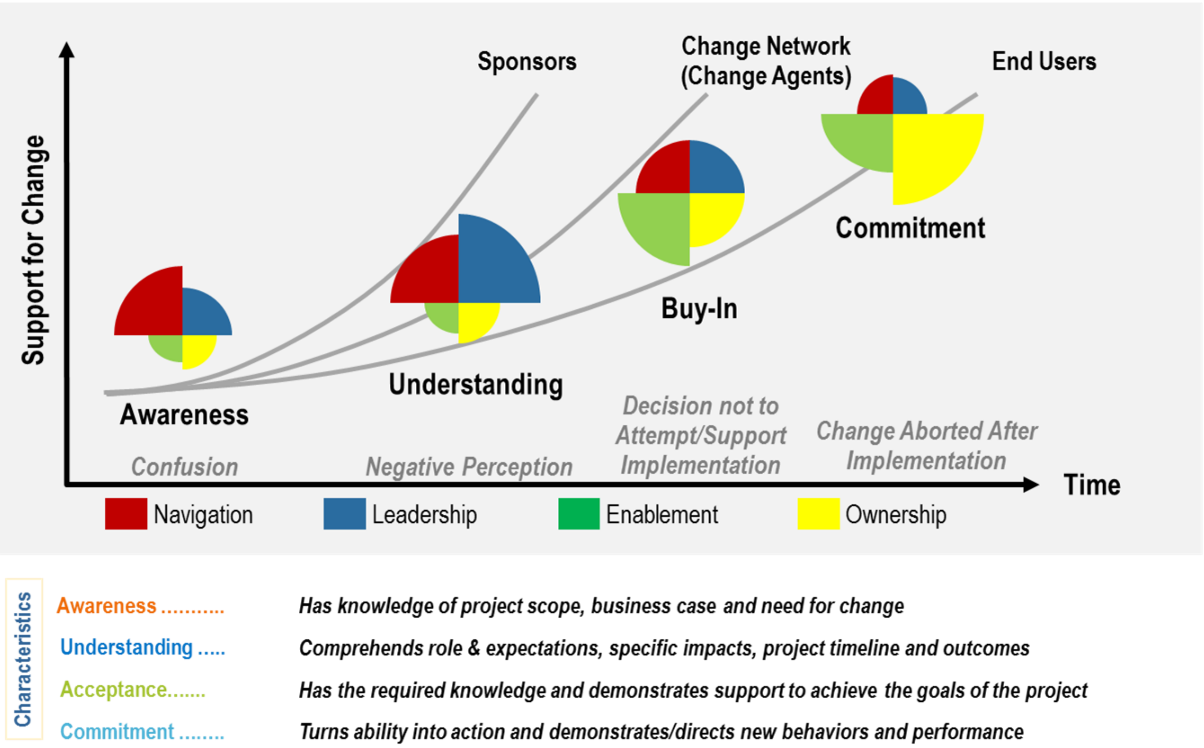


Figure 3.2: The Change Commitment Curve shows how change management techniques can be used to move users along the curve, increasing their support for the change over time.

Successfully managing the four dimensions of the Change Model will ensure commitment for the change and increase the State's ability to sustain and build upon that change. The focus and importance of each of the Change Model's four dimensions and the related change activities vary during the course of the change lifecycle. For example:

- To build **Awareness**, the State should utilize multiple communication tools to build broad awareness of the change – when it's happening, why it's happening, and how it's happening. Change Navigation is the structure in place through which communications and governance can happen.
- To build **Understanding**, the State should focus on employee engagement and championship (Leadership functions), as well as two-way communications vehicles such as a Change Agent Network and focus groups. Communications are aimed at building understanding of how the change impacts peoples' jobs.
- To build **Buy-In**, the State should focus on providing in-depth training and on-the-job support to impacted employees. We call this Enablement.
- To build **Commitment**, the State should focus on increasing sponsorship at the agency level through two-way vehicles and additional agency-specific training. We call this Ownership.

Impacts of Change Management on Users' Progression through the Change Commitment Curve
With the proper Change Management, users' support for the change will increase over time. However, when Change Management techniques are not implemented, users do not progress on this curve and must face the alternative. Alternatives are shown in gray font in the diagram above.

- Users who are not made aware of the change, may be confused
- Users who do not understand the change, may have a negative perception of it
- Users who are not bought into the change may decide not to support it, and
- Users who are not committed to the change may result in the change not being successfully implemented in the long-term

As individuals progress through the Change Commitment Curve, their commitment and contribution to the change increases. A structured change management approach helps people move towards the desired degree of support. Acknowledging that the State has not yet clearly defined the change, it can be assumed that all groups are in a "Pre-Awareness" stage, meaning we would not expect the State to be "green" on readiness as no change management activities have been undertaken at this stage.

The One Washington Change Management approach includes the following core components:

- Communications
- Training
- Change Management for Major Projects

We include a proposed timeline, outlining implications of each One Washington ERP deployment scenario.

3.2 Communications

Overview

Effective communications are crucial to moving stakeholders along the Change Commitment Curve. Communications are used primarily to build awareness and understanding of the change, but also in later phases of the initiative to enable buy-in and ownership. In assessing the current readiness levels for the State of Washington, feedback around communications was predominantly positive. Most agency representatives reported that their agencies had broad communication offerings – multiple mediums that were utilized consistently with great success, carefully crafted content, and messaging that was at the appropriate level of detail and that came from the appropriate sponsors. However, we have identified four key issues that were cited consistently and that should influence the State's communication strategy:

- **Poor identification of impacted groups:** Communications were effective when all impacted parties received the message. Conversely, communications were ineffective - and actually had an adverse effect - when one or more impacted groups were missed. This seemed to happen frequently, but usually with groups that were less affected by the change (such as groups that need to be informed about a change, but are not directed impacted by the change in their day-to-day work).
- **Minimal collaboration on cross-divisional communications:** When communicating out a change within an agency that would impact multiple departments, each department handled its own communications. While all impacted departments had people responsible for communications, those people seemed to work in silos, independent of the communications resources from the other departments. This meant messaging, level of detail, and timing varied by department. Note that participants cited examples of this issue within their specific agencies – not in cross-agency communications.
- **Informal channels trumped formal channels:** Agencies seemed to have both formal and informal channels for communicating change. However, formal channels were frequently the “rubber stamp” that was used to memorialize a change after the change had already been communicated about informally – usually through “water cooler” chat.
- **Communications did not foster engagement:** Agency representatives cited an abundance of one-way communications that send messages to end users without asking for feedback or reactions; these included email distribution lists, newsletters, websites, posters, and blogs. Agencies cited fewer “hands-on” two-way communications – focus groups, town hall meetings, and workshops or feedback sessions, although most representatives cited they would prefer these forums.

Figure 3.3. Communications activities are primarily focused on supporting Change Navigation and Change Enablement, with some contributions to Change Leadership

Recommendations for Improving Communication

Because the State and its agencies already have mature communication offerings, our strategy provides ways the State can use communications strategically to improve readiness rather than direction on how to build basic communication competencies.

Clearly Define Stakeholder Groups

Without more specific information about Washington’s implementation that would define the extent and timing of the change, it is not possible to identify all impacted stakeholder groups. One Washington must first determine which technologies are to be replaced, which tools and modules will be implemented, which processes will be streamlined, and what the phasing and timeline looks like for these changes. Once One Washington’s specific change has been defined, a thorough stakeholder analysis can be completed. This will involve examining not only the impacted agencies and departments, but the specific jobs and roles as well. It will mean considering those at the centralized offices as well as those at local and regional offices, as communications must reach all groups. And it will mean looking at internal stakeholders as well as external stakeholders, such as vendors, customers/citizens, and unions/bargaining units.

When identifying and engaging stakeholders, there are three key deliverables to be completed:

- The **Stakeholder Analysis** will identify each stakeholder group that is likely to be affected by the change. The Stakeholder Analysis will help define ***who*** needs to receive communications.
- The **Stakeholder Map** will delineate how these stakeholder groups are related to one another. It will also inform ***how*** to communicate to each group and ***who*** should do the communicating; for example, whether communications are best received when a high level executive communicates to the entire agency or when the communication is cascaded from the executive to middle management and from middle management to the respective teams.
- The **Change Impact Assessments** will define the ways in which each stakeholder group will be impacted, indicating ***what changes*** will need to be communicated. This will help to shape the substantive message behind each communication as well as provide the roadmap for a training curriculum.

Once stakeholder groups are clearly defined, the State will be able to compile a more detailed change management plan that addresses ways to engage each of these groups. Groups with lesser impacts, such as those whose day-to-day jobs won't be impacted but who need to be aware of the change or may need to use a new system to perform a monthly or quarterly transaction rather than a daily one, might require less engagement than others; one-way communications and training through job aids and cheat sheets may be sufficient. Alternatively, groups with higher impacts, will need to be bought into the change, so more thorough two-way communications, change management activities, and instructor-led training are critical.

Encourage Collaborative Planning and Structure over Communications

Communications will need to happen at both the enterprise level (centralized communications that go out to all agencies) and the agency level (centrally-organized communications that can be tailored to include agency-specific content and vehicles.) This section explores the benefits and disadvantages of each type of communication, as well as the strategy for collaboratively planning these communications.

Communication around the One Washington project should take two forms. First, there should be communications that come from project leadership – including the Steering Committee and Project Management Office (PMO) – to end users. These will be cross-agency communications that are addressed directly to end users. Examples include the One Washington website, a potential for a One Washington newsletter or blog, a quarterly update call that impacted end users could dial into, or a regular email distribution list that provides quarterly updates. Second, there should be communications that come from project leadership to agency leadership, and are cascaded down within each agency in a unique way. This could include some reshaping of the message or changing the mode of communication (i.e., delivering the communication verbally at a team meeting rather than in a newsletter or email).

We believe there is a place for both types of communications. The One Washington Readiness Assessment noted that participants, when asked their thoughts on statewide implementations, had reservations. Because of this, strong centralized communications are important, especially in the initial months of the project. A series of high level awareness communications are essential. Such communications would address:

- What is the change?
- What is the timeline for the change?
- Who is being impacted by the change?

- What are the benefits of the change?
- What are our expectations?

We believe these communications are best when limited to "pull" mediums, mediums which require users to access and look for information rather than having it sent to them directly (i.e., a blog or website versus an email or newsletter), paired with quarterly communications directly from leadership to end users. While centralized communications are important, the need to limit this activity is based on two premises – first, Readiness Assessment participants were adamant in stating that each agency has unique business and system needs. There was a sense that the State did not understand the uniqueness of agency needs. Messaging that comes from those who are "on the frontlines," embedded in the agency, and impacted by the change in some of the same ways as end users are more likely to resonate. Second, participants noted that agencies had unique and varied communication needs as well. For example:

- **Effectiveness of electronic communications:** One agency cited electronic communications as ineffective because its workforce spent most of their time "out in the field" and away from computers. However, another agency said they had so many employees that electronic communications were the quickest way to ensure the message had reached everyone.
- **Use of "push" vs. "pull" mediums:** Push mediums refer to modes of communication that send information directly to users such as emails and printed newsletters or memos that are delivered directly to peoples' desks. Pull mediums refer to modes of communications that force users to access and pull down information, such as websites and blogs. Several agencies reported favorable response to "pull" mediums such as websites or blogs that a user must visit in order to find information. Others favored "push" mediums like an email that come directly to users.
- **Reaction to local/regional vs. centralized communications:** Agencies that were disbursed to local or regional offices throughout the State noted that they didn't like "Olympia telling them what to do." If Olympia needed to tell them what to do, these messages should be communicated in person rather than in an impersonal mass email.
- **Communication's success depends on the communicator:** Some agencies preferred a top-down communication coming from agency leadership directly to end users, whereas others preferred that middle management, such as department leads, pass along the communication.

Because of these strong cultural differences in communication preferences, it seems agency-specific communications will be met with the most success, as there was no preferred vehicle or messaging style across agencies.

While agency-specific communications are encouraged, a centralized governance process should be put in place to ensure communications are consistent across agencies. For example, the Project Team would include one or multiple Communication Specialists who would be responsible for meeting with each agency's leadership at the start of the project to determine items such as:

- What vehicles are used for communicating change?
- Which are most effective?
- Are there any agency-specific sensitivities?
- Who typically communicates change?
- Is the communication filtered through multiple tiers?

Regular meetings would be conducted wherein the Communication Specialists would partner with the Agency Representatives to take a standard message, customize it for the agency, and ensure it is launched. An approval process would exist wherein each communication has an author, reviewer, and approver, and must go through stages of review, with documented signoff emails uploaded to a centralized SharePoint, to ensure all communications have been thoroughly reviewed and approved before being sent.

To summarize, messages should be thoughtfully crafted and disseminated consistently through the appropriate channels, by the appropriate stakeholders, to the appropriate stakeholders, and at the appropriate timing. A communications planning process is crucial to ensuring this happens.

Strategize Timing and Messaging around Formal and Informal Communications
Special consideration should be given to the timing of communications that will be cascaded from project leadership to agency leadership to middle management to end users. In such cases, it becomes easy for one group to find out about a change before another group and for one group to hear about a change “through the grapevine” rather than formally. Because our communications planning process provides a detailed review and approval process, this issue can be addressed before any communications launch by strategizing the appropriate timing and vehicles.

Leverage Two-Way Vehicles
Communications can be launched through one-way and two-way vehicles. One-way vehicles focus on making users aware of changes. These are best used for communicating key dates, benefits and goals of the project, statuses, and decisions that have been made about strategic direction. One-way vehicles push information out to users without asking for response or engagement from the communication’s recipient. One-way vehicles include email distributions, newsletters, websites, and posters. One Washington would best utilize one-way communications early in the project and routinely for status updates.

3.3 Training

Overview

Training is imperative to the successful adoption of a change, especially an ERP solution where users will need to interact with the new tools on a daily basis. When asked about their agency's current training offerings, Readiness Assessment participants believed training to be predominantly successful, but noted a few areas where improvement could be made:

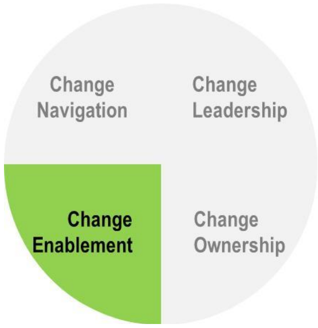


Figure 2.4. Training activities are primarily focused on supporting Change Enablement.

- **Lack of business context in the training:** Users were trained on how to transact in the system, but instructors did not have the business context to understand how each agency would use the system; instructional materials also did not reflect the agency-specific business context.
- **Complex systems:** Participants cited that often a system's core transactions were so complex that it became challenging for users to learn the tool even with extensive training.
- **Training works best when it is hands-on:** When asked about the most successful training experiences, participants cited two common traits – the training was hands-on, meaning participants could interact with one another and with the system, ask questions, and try out transactions, and the training was done in a small enough group that participants felt comfortable taking advantage of the session as a forum for questions and answers.
- **Online training is secondary to in-person training:** Readiness Assessment participants had mixed reviews about online training. They noted that webinars were a convenient alternative to regional users driving to a central location. For self-paced computer-based training modules that were not facilitated by an instructor, participants noted that these were newer and infrequently used. While they were stored and tracked on a learning management system, not all users had access to this system to enroll in training.

Recommendations for Improving Training

Since participants felt that the current training techniques were adequate, the One Washington training approach should seek to address the few problematic themes that were identified.

Lack of Business Context in the Training

This topic came up when participants were asked about statewide implementations. They actually noted that the trainers who visited their agencies were knowledgeable about the tool, but not about the customizations that had been made nor how the system mapped to their agency's specific needs.

Our recommendations to address this include the following:

- **Two-in-the-box approach:** To the extent that it is feasible and appropriate, we recommend pairing agency and solution experts to deliver end user instructor-led training. Agency experts would be selected based on five factors: (1) bandwidth to participate in training initiatives, including attending or helping to deliver end user training, (2) involvement in Change Agent Network and/or Project Team throughout the project, (3) credibility within their organization that people know and trust their expertise, (4) experience with their agency's legacy systems and processes (in order to address "what is changing?" type questions), and (5) comfort level with speaking in front of a group. Readiness Assessment participants had commented, from a people readiness perspective, that leaders were chosen based on the subject matter expertise rather than their ability to rally a group or their project management experiences. Thus, instructor selection is critical to the success of training. Solution experts would be selected based on their knowledge of the One Washington Solution, including both tool and process changes, and their ability to quickly troubleshoot issues that may arise. In some cases, an agency expert may deliver training in-person with a solution expert available for phone support in a centralized war room or mission control center, as appropriate.

- **Customization of training materials:** While agencies have requested agency-specific content, it would be financially challenging to create unique training materials for each agency. Thus, the recommended approach is to create centralized materials on processes that are common across agencies. However, these could be supplemented by agency-specific job aids. Agency training instructors would be involved in the creation of the agency-specific documents to ensure these materials have the agency-specific flavor.

Overly-Complex Systems

If transactions are too complex – whether this refers to the number of steps required, the likelihood of errors, or the appearance of the interface – it is important that the project team understand this early on and can therefore mitigate through examining the transactions for possible redesign or building training content that can help users get past these issues. Solutions for this include the following:

- User experience focus group sessions should be conducted early on in the project to gather feedback on the user-friendliness of core transactions. The end goal of these sessions should be to collaboratively build a system that is intuitive enough that training on complex transactions is almost unnecessary.
- Training content should include error handling, tips and tricks, and shortcuts to improve the user experience.
- Complex transactions should be supported with detailed user manuals that are printed and can be utilized, not only during training, but also once the system is live.
- Post go-live support should include a helpdesk, but also side-by-side coaching where users receive support and troubleshooting from the technical experts who built the tool while sitting side-by-side in the same room.

Training Works Best When It Is Hands-On

Participants noted that they favored hands-on sessions with small groups. Our recommendations for making training more hands-on and personal include:

- **Side-by-side coaching sessions:** Participants liked the personal experience of a one-on-one or small group coaching session. When there are small niche groups that need to be trained, side-by-side coaching is a viable option. Given the number of users impacted by One Washington, side-by-side coaching sessions for all users would be cost-prohibitive. That being said, we recommend a larger ratio of instructor-led training compared to web-based training, with smaller group sessions being targeted. Having fewer participants ensures the small group feel is carried forward. We recommend sessions be capped at 18 participants.
- **Training should be hands-on:** Training should include a mix of demonstrations and hands-on exercises. Users should have the opportunity to practice transactions in a mock environment

during the training sessions, as well as to utilize this environment independently to practice transactions prior to go-live.

Online Training is Secondary to In-Person Training

Participants noted that online training was secondary to in-person training, citing that the online training felt impersonal. However, they felt the online training was appropriate in some circumstances. Online training is best used when:

- Training large groups, as it would be cost-prohibitive to conduct multiple sessions with instructors.
- Training users who are at remote or regional locations, as driving to a central location could be cumbersome.
- Providing refresher training on commonly-used functionality.
- Tracking test scores or attendance using a database like the learning management system.
- Providing delta training as users are already familiar with many of the transactions and only need to learn the "gaps" in functionality between the tools used today and the tools used tomorrow.
- Providing prerequisite training, such as a navigational or overview course.

Our recommendation is for a blended learning approach that is comprised of 30% online training and 70% instructor-led training. Training requirements including the development and delivery of training are incorporated into the Staffing Model; however they are scenario dependent and subject to the complexity multipliers addressed in Section 5 of this document. Specific staff requirements will be addressed in the One Washington Staffing Strategy Deliverable.

3.4 Change Management for Major Projects

Overview

Accenture research shows that the use of Change Management tools is highly correlated to project success. These tools include Change Leadership, Communication, and Training and Information – Change Leadership being the most compelling, especially for multi-year journeys such as One Washington.

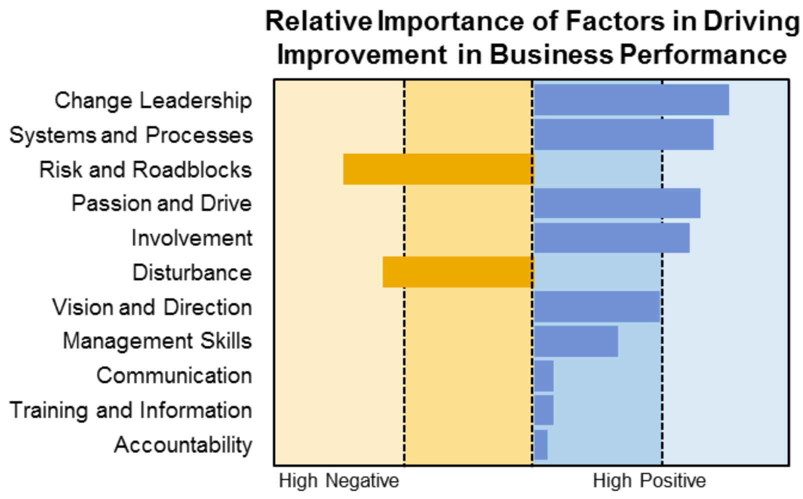


Figure 3.5. Accenture research shows that the use of Change Management tools is highly correlated to project success.

Furthermore, the One Washington Readiness Assessment underscores the need for significant change management. Results indicated the State of Washington currently lacks a strong culture of change and requires significant preparation to implement an enterprise-wide change. The tactical change management activities described above – communications and training - are designed to enable short-term change adoption. In addition to these activities, we recommend leveraging the One Washington initiative as an opportunity to cultivate a culture of change that will support and enable current and future change efforts.

Figure 3.6. Major Change Management Activities holistically support all four quadrants of the Change Model. Each of the activities has a different purpose and is intended to support the change in unique ways.

To truly shift the enterprise and instill a culture of change, we recommend that the State to engage in continual change readiness, leadership culture alignment, and employing a change champion approach. If properly executed, and when coupled with the tactical change management activities, these activities will drive major culture change, enabling the enterprise to adopt a culture of change.

Recommendations for Implementing Major Change Management
Our recommendations for implementing significant Change Management are as follows:

Continual Change Readiness

Change readiness is the measure by which an organization is assessed to determine its ability to undertake a change to people, process, or technology. By continuing to conduct change agnostic readiness assessments, identifying gaps, and implementing activities to resolve the gaps, an organization can create an environment that is constantly “change ready”. Monitoring readiness can be as simple as sending a quarterly survey to impacted groups or meeting with Change Agents for brief interviews to assess agency-specific readiness. Monitoring helps identify readiness issues which can then be addressed through the appropriate forms of change management.

Most change management activities are designed to resolve gaps in readiness levels, including process, people, technology, and culture gaps. The State of Washington has gaps in all four areas; constant awareness and resolution of the gaps can enable the State to better prepare itself for not only the adoption of the One Washington initiative, but the adoption of a culture of change. We recognize that many of the comments around poorly-received changes related to staffing changes (i.e., budget cuts, terminations, repurposing of employees, and redistribution of responsibilities between team members). While change gaps do exist, they may not be as extreme for a process redesign and technology implementation initiative versus a staffing change.

To assess readiness, we recommend employing a variation of the Readiness Assessment produced in advance of this Change Management Approach. Each agency within the enterprise should be conducting quarterly assessments of applicable stakeholders, processes, and technology, to ensure their ability to continue to support the culture of change. Quarterly assessments do not need to be as robust as the initial assessment, but should be at a far more tactical level. We also recommend the One Washington program conduct enterprise-wide readiness assessments on a quarterly basis to supplement and broaden the scope of agency specific assessment and mitigation activities.

Recommended methods of measurement include, but are not limited to:

- Stakeholder Interviews
- Data Analysis (i.e., leadership attendance, meeting participation, training metrics, etc.)
- Surveys
- Adoption Checkpoints

While the Change Management Team is expected to conduct / facilitate the readiness assessments, it is critical that all levels of the enterprise be involved in the development and implementation of solutions to all identified readiness gaps. This drives a sense of ownership and supports the change culture.

Leadership Development

Leadership development can be difficult to manage in an enterprise as large as the State of Washington. The Organizational Readiness Assessment indicated that there are relatively low levels of trust in leadership and, in certain cases, a lack of alignment between leaders and the organizations they lead.

To effectively initiate a major change effort and to support the cultivation of a change culture, it is essential that Washington's leaders be aligned and provided with the necessary tools to effectively lead the change effort. We propose coaching leaders how to best be visible change leaders without being a barrier for those empowered to drive the technical aspects of the change. Leaders need to be coached on how to foster a culture of change, rather than hinder it. To do this, we propose semi–annual executive coaching workshops for all senior leaders actively involved or impacted by the One Washington initiative.

Furthermore, it is important leaders learn how, when, what, and to who to communicate benefits, risks, and other program critical information. The Change Management Team will be responsible for planning communications and crafting material, but it is incumbent upon Washington's leaders to ensure they are remaining consistent and aligned with the One Washington value statements and communications structure.

Change Champion Approach

The current readiness levels indicate a need to employ a Change Champion Approach. The Change Champion Approach is designed to ensure stakeholder involvement, ownership, and the necessary oversight to support the overall success of the program. This approach is designed to address the following objectives:

- Reduce change resistance by involving key influencers at all levels and all locations within the State of Washington
- Enable a faster and more efficient IT transformation by gaining commitment through more connections with the various agencies

The Change Champion Approach is best illustrated in the diagram below. Executive Sponsors drive change from the top-down by providing sponsorship and messaging. Feedback is then relayed from the Change Management PMO through a bottom-up approach, so that future messaging can be tailored accordingly. Periodic Organizational Readiness Assessments help us better understand the users' feedback and reactions. The Change Management PMO helps to initiate the assessments, analyze the results, and plan change activities accordingly.

It is expected that each agency will identify and/or appoint a change agent or change agents to represent their agency. Agency change agents should have a deep understanding of change management principles; be capable of executing a resistance coaching model; and must have the support and respect of their peers, management, and sponsors. It is expected that each agency should be willing to allocate *at least* a half FTE per every 200 impacted employees for formal change management activities and change agent duties (subject to revision for more complex agencies). These costs and resource requirements are built into the Staffing Strategy Deliverable. Informal coaching and other associated / non–formalized activities are NOT incorporated into the staffing model.

Figure 3.7. Change is communicated from the top down, with Executive Sponsors leading the charge. Feedback is communicated from the bottom up, with the Change Management PMO orchestrating feedback delivery from the Target Audience to the Sponsors.

The key below best explains each group's role within the Change Champion Approach:

Type	Description	Members
Executive Sponsors	Individual decision makers who have the authority to legitimize a change effort. Executive Sponsors champion the change messages and work with PMO to align on desired target state for the organization.	One Washington Executive Sponsors
Business Sponsors	Agency representatives and / or groups who have a vested interest in the success of the change, have the ability to shape solutions, and act as "cascading" sponsors for a specific geography and/or function.	One Washington Steering Committee

Type	Description	Members
Change Agent Network	Formal representatives within highly impacted areas of the enterprise that are responsible for managing and reinforcing the change. Agents shape solutions, champion the change, and help prepare the business, as well as report feedback to Sponsors.	Agency Change Management Representatives
Target Audience	Affected stakeholders who are required to operate in the new business context.	End Users
Change Management PMO (Enterprise Change Team)	Team responsible for defining change activities, monitoring progress of completion, and tracking progress to desired targets.	Change Management Team ▪ Communications ▪ Training ▪ Technology

4.0 Change Management Road Map

Recognizing that we do not yet know which of the scenarios the State of Washington will select for the One Washington initiative, the following Road Map is scenario-agnostic, with considerations for each of the scenarios assessed by the One Washington Team included in Section 5.0 of this document.

The Road Map articulates a high-level Change Management Approach that correlates with standard Project Management phases (Plan, Analyze, Design, Build, Test, and Deploy). This blueprint supports the Change Navigation component of the Change Model, and enables the Change Ownership component.

The Road Map loosely articulates some of the more granular level tasks required to enable both the One Washington system implementation and the shift of the State of Washington Change Culture.

The Road Map is split into three areas – Communications, Training, and Change Management for Major Projects. Within each area, there are several required activities and their respective timelines with relation to standard Project Management phases. These activities include developing a detailed communication plan, designing a training curriculum, and creating a detailed program change plan.

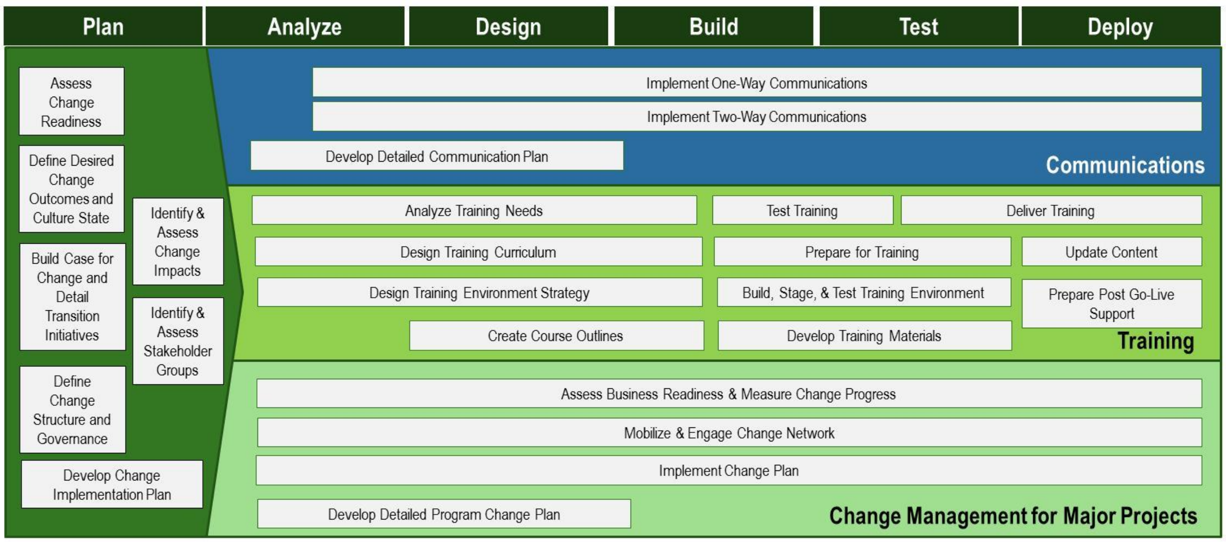


Figure 4.1. The Change Management Road Map details Communications, Training, and Change Management for Major Projects deliverables and the phases in which they would be delivered.

5.0 Scenario Considerations and Staffing Implications

The scenario considerations and staffing implications provide assumptions and a complexity multiplier based on the "baseline" staffing requirements established in the Phasing and Staffing Deliverable. This baseline is the assumed resource requirement for a traditional (non – managed services) ERP of this size and nature based on the Accenture staffing model and reviews of comparable ERP implementations.

5.1 Scenario 1: Managed Services ERP

This scenario is the most basic of the options, and depending on phase timing does not pose any significant risks to the Change Management Approach. This scenario does decrease the required complexity of training and communications due to the managed services component. Managed Services decreases reliance on State resources, thus reducing the impact of the change on the state. The degree of change and resources requiring training is dramatically reduced by the utilization of managed services. A discussion held with the Executive Sponsors and Subject Matter Experts from the Department of Enterprise Services resulted in a common definition of Managed Services (Appendix B). Based on these discussions, we have estimated that this scenario will serve as the baseline for comparing the resource levels needed for Scenarios 2 and 3.

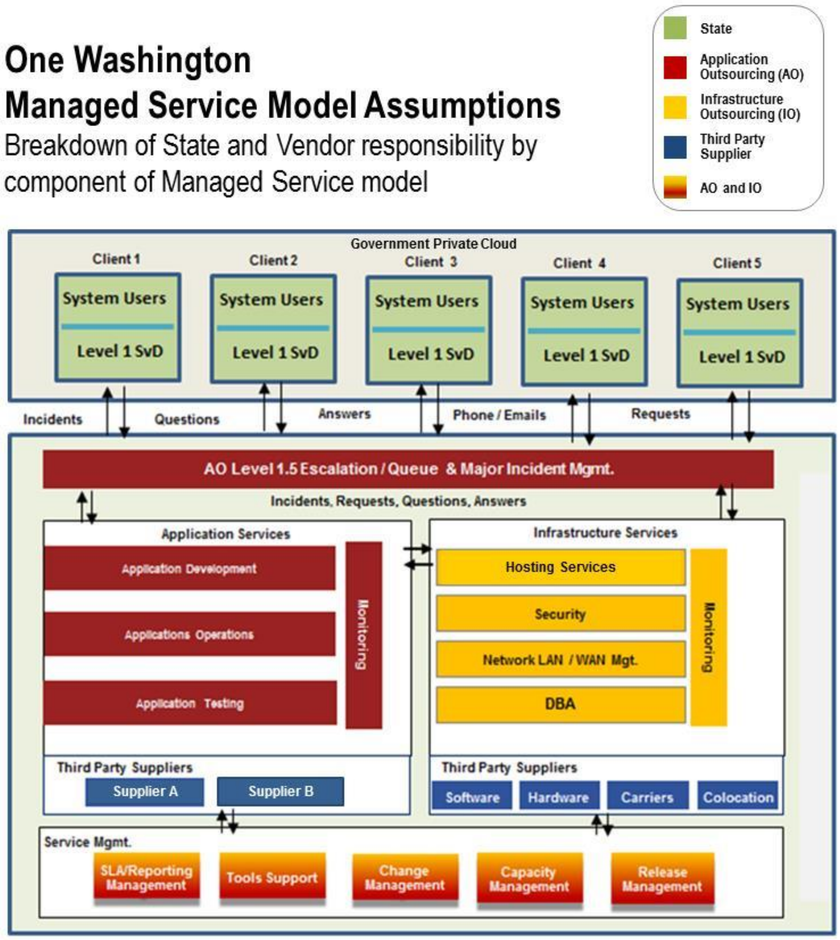
5.2 Scenario 2: Best-of-Breed eProcurement and Managed Services ERP

The Best-of-Breed eProcurement and Managed Services ERP Scenario assumes a phased approach where an eProcurement solution is implemented before a Managed Services ERP. The Readiness Assessment revealed that the State has previously attempted multi-phased implementations and failed to deliver the full scope of the solution as initially intended. This has created a concern that the State could repeat previous trends, meaning change management resources would be required to ensure commitment and support is maintained throughout the life cycle of the project. However, the increased need for resources is partially offset due to the use of managed services, and the associated reduction of complexity. Based on these factors, we have estimated that the State would need to increase the change management resources beyond the Scenario 1 baseline by an estimated 15%.

5.3 Scenario 3: Best-of-Breed eProcurement and Software as a Service (SaaS) ERP

The Best-of-Breed eProcurement and SaaS ERP Scenario would complicate the overall change management model, and likely decrease readiness levels due to the State's lack of familiarity with SaaS solutions. Operational process changes associated with a SaaS ERP are highly complex and would require greater change management activities. The State does not currently have the necessary technology infrastructure, business processes, or personnel skills to be able to support the implementation of a SaaS solution. However, mitigating the enhanced complexity, is the fact that SaaS will ultimately be managed by the provider thus reducing the impact on IT personnel (similar to managed services), and the simplified end – user experience, reducing the need for exhaustive resistance management and end – user training. It can be assumed that the change management resource requirements would be increased by 25% from the Scenario 1 baseline.

A. Appendix A - Managed Service Model



	Component	State Resp.	Vendor Resp.
Service Desk	Level 1	100	0
	Level 2	100	0
	Level 3	50	50
Application Services	App. Dev.	50	50
	App. Ops	70	30
	App. Testing	30	70
	Monitoring	50	50
	Supplier Mgmt.	100	0
Infrastructure Services	Hosting Services	0	100
	Security	0	100
	Network Mgmt.	0	100
	Database Mgmt.	0	100
	Monitoring	0	100
	Supplier Mgmt.	0	100
Service Mgmt.	SLA/Rep. Mgmt.	50	50
	Tools Support	0	100
	Config. Control	50	50
	Capacity Mgmt.	0	100
	Release Mgmt.	50	50