

One Washington Organizational Change Management Strategy



ONE
WASHINGTON

A Business Transformation Program



June 2018

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Note: To promote clarity, the state’s enterprise-level administrative business domains are differentiated from agency-level domains, where possible, by means of capitalization. For example, Finance, Procurement, HR/Payroll and Budget refer to enterprise business domains. When referencing agency-level domains, or general business functions, these domains read as finance, procurement, HR/payroll and budget.

1 Strategy Overview

1.1 Purpose

Organizational change management (OCM) focuses effort on business transformation. The One Washington change management strategy refreshes the change management approach developed as part of the 2014 Business Case. The strategy sets the foundation for key OCM activities which will support the One Washington program during a multi-year implementation. The strategy defines what change initiatives will look like and how we will work together to navigate business transformation, with special emphasis on the OCM communications strategy.

“Change management needs to come in early.”

-Agency Deputy Director

1.2 Key Question

The strategy addresses the following question:

What are the methods and approaches the One Washington program will develop to manage, communicate and enable the enterprise organizational change needed to successfully transform business processes and adopt a modern enterprise system for Finance, Procurement, HR/Payroll, and Budget as well as a Business Intelligence capability.

1.3 Key Considerations and Assumptions

The strategy takes into consideration the following:

- The 2014 Business Case change management approach developed from the outcomes of the Organizational Readiness Assessment. Enterprise organizational readiness was evaluated as of May 5, 2014.
- High-level stakeholder analysis conducted in October-November 2017 that included interviews of 22 agencies. Agencies and individuals interviewed are in [Appendix 9.3](#).
- Resources to support One Washington’s OCM activities are included in sections 4 and 5 of the Program Blueprint. The estimate is calculated at 18% of total program costs. An overview of the proposed change management team organization and roles can be found in [section 7](#).
 - The strategy includes business transformation and enterprise resource planning (ERP) and BI change management for the period of 01/2018 – 06/2026
- The strategy will be updated and expanded to a more detailed change management plan as actual ERP and BI software solutions are identified. Current timelines for in scope systems:
 - Finance & Procurement: 11/2019 – 07/2023 – 07/2026
 - Wave 1 (Initial Deployment): 11/2019 – 07/2021
 - Wave 2 (Full Deployment): 01/2022 – 07/2022
 - Wave 3 (Expanded Functionality): 07/2022 – 07/2023
 - Budget: 07/2024 – 01/2026
 - HR/Payroll: 07/2024 – 01/2026
 - Business Intelligence (aligns to each of the ERP deployments): 11/2019 – 01/2026
- This strategy assumes legislative support and funding to complete the Program.

1.4 Executive Summary

Change management ensures that the right resources and processes are in place so that an organization effectively transitions to the desired future state and at the planned pace. The strategy provides the approach to change management overall and for each of the Program's major phases. The strategy has been developed with consideration given to:

- Transformation of business processes.
- Implementation of software solutions (including on-premises, best-of-breed, Software as a Service - SaaS).
- Impacts of Washington's enterprise environment and culture (including the history of past enterprise transformation programs), and the desired behaviors to achieve change commitment.
- Influence of other factors that could impact change adoption (like leadership transitions and the degree of agency change capability) for the duration of the Program.

The strategy is based on data derived from the 2014 Business Case and OCM practices for complex multi-year transformations. It also includes the approach for improving readiness levels across the organization and fostering transformation adoption through:

- Stakeholder identification and engagement
- Communications
- Training
- Business user engagement and business readiness

The goal of the strategy is to follow an established change model and approach to bring One Washington transformation stakeholders along the change journey.

A change commitment curve (explained in [section 2.6](#)) illustrates the process of change commitment and adoption to fulfill the objectives of the Program.

Dynamic OCM strategy: Based on feedback, the One Washington Transformation team will review and refine applicable aspects of the OCM strategy as the effort proceeds.

Objectives of the One Washington program will be achieved when end users have adopted the new systems and business processes in a sustained demonstration of commitment.

2 Change Management Overview

2.1 Change Management Core Concept

Change management ensures that the right resources and processes are in place so that an organization is able to effectively transition to the desired future state and at the planned pace. This is achieved by:

- Being proactive and responsive to stakeholders
- Anticipating and addressing potential impacts of the change
- Anticipating and addressing potential resistance to change
- Planning for and guiding the change
- Enabling the target audience of the change to perform in the future state
- Planning to sustain new ways of working and for continuous improvement in the desired future state

Key factors for the success of the One Washington change program:

- Developing change capability and change leadership
- Using OCM approaches for the Program, business transformation and ERP and BI. This includes on-premises and SaaS implementations
- Leveraging an established change model: the Accenture model (see [Appendix 9.4](#) for comparison/complement to Prosci model)
- Achieving change commitment
- Changing state culture and behaviors
- Using one change approach across the Program

Each of the above factors are detailed further in this document.

2.2 Scope

One Washington is a comprehensive business transformation program to modernize and improve the state of Washington's aging administrative systems and related business processes common across state government. The OCM strategy focuses on both the enterprise partners' transformation readiness and adoption level as well as the ERP implementation itself. The effort will transform the state's Finance, Procurement, HR/Payroll, Budget and BI systems.

2.3 Transformation Change Management

The Program's strategy supports the business transformation initiatives that will complement the implementation of new enterprise and business intelligence systems. These initiatives are discussed in more detail in section 3.2-3.3 of the Blueprint. The initiatives planned for FY19 are:

- Assess Procurement Organizational Strategy
- Assess Finance Organizational Strategy and Readiness Activities
- Program Management and Communications with the Authorizing Environment

The Program will use the change model and change approach detailed in [sections 2.5](#) and [2.10](#). The Program also considers the need for change leadership, culture change and behavior change ([sections 3.1](#), [2.7](#), and [2.8](#) respectively) to ensure consistency in approach to and navigation of state enterprise change.

2.4 ERP and BI Implementation Change Management

Change Management is about the successful planning, managing, executing and adopting of ERP and BI systems by all levels of an organization. One Washington has applied structure and thought to change management and remains

flexible in its approach to guiding stakeholders to the ultimate objective of change commitment and adoption of new ERP and BI systems. One Washington will follow a unified/SaaS approach for the Finance/Procurement/BI implementation and will consider a unified/SaaS approach for implementation planning for Budget/BI and HR/Payroll/BI.

2.4.1 On-Premises/Best-of-Breed Implementation Change Management

Traditional on-premises/best-of-breed implementations usually take a waterfall approach, with the implementation geared toward a one-time delivery in production, also known as a big bang approach. Typically, most of the efforts in this type of implementation are prior to go-live and change management focuses on preparing the organization before go-live. The intended end users do not get the opportunity to touch or interact with the system until training (sometimes not until go-live) and must wait for a future phase to collect new business capabilities to enhance the system.

2.4.2 SaaS Implementation Change Management

For SaaS implementations, the intent is to develop and enhance specific business capabilities in the pre-implementation cycle. The result is an accelerated system deployment and earlier end user first contact (including prototyping and model office experiences). The change management effort shifts to place more focus on showcasing the solution and allowing for user interaction prior to go-live, and by providing a sustainable method of input for enhancements after launch.

The SaaS solution for Finance and Procurement will take an approach to change management that is based on Agile development principles.

2.4.3 Agile Change Management

With Agile development, the focus is to rapidly deploy a minimally viable product and then iteratively update it based on early and frequent end user feedback. Because the nature and frequency of change activities differs with an Agile approach, and considering the magnitude of enterprise engagement, OCM will play a critical role. Figure 1 highlights the opportunities and challenges that the Program will focus on for SaaS implementations:

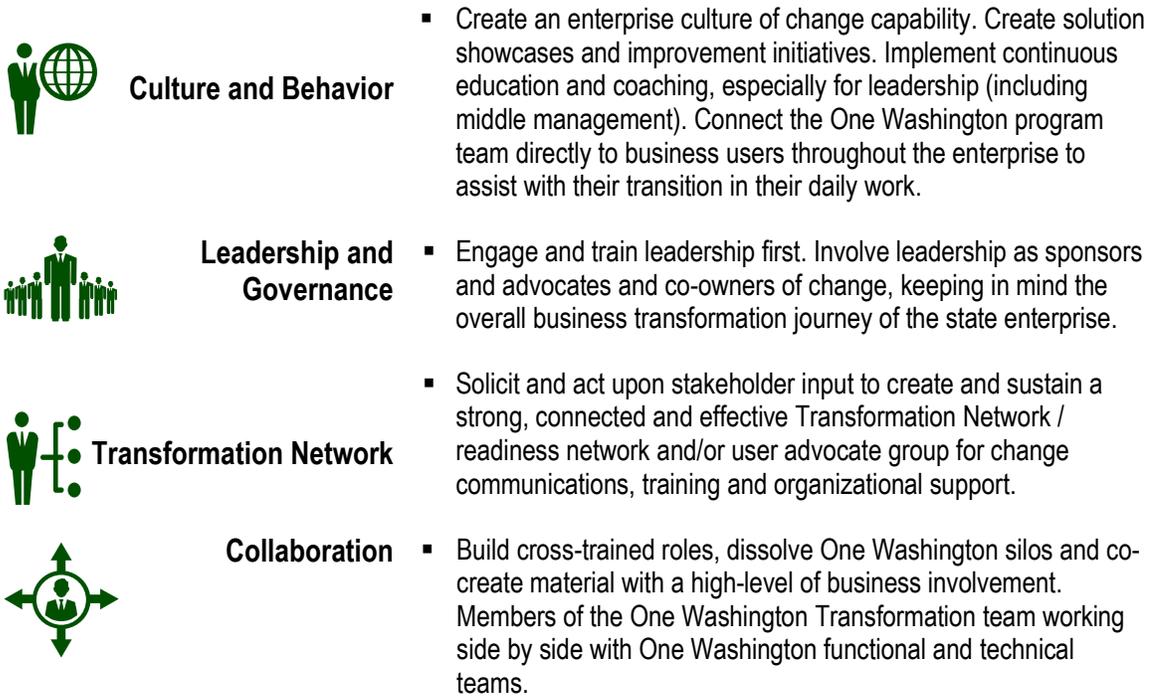


Figure 1: Agile Change Management Opportunities and Challenges.

2.5 Change Model

The One Washington change management strategy is based on the Accenture change model (shown below in Figure 2.) This change model addresses four key dimensions of the change journey:

- Navigating change
- Leading change
- Providing tools to enable change
- Facilitating ownership of the change

This change model is complementary to the Prosci approach that some state agencies and departments have already adopted. [Appendix 9.4](#) provides further detail around the Accenture change model compared to Prosci's ADKAR model.

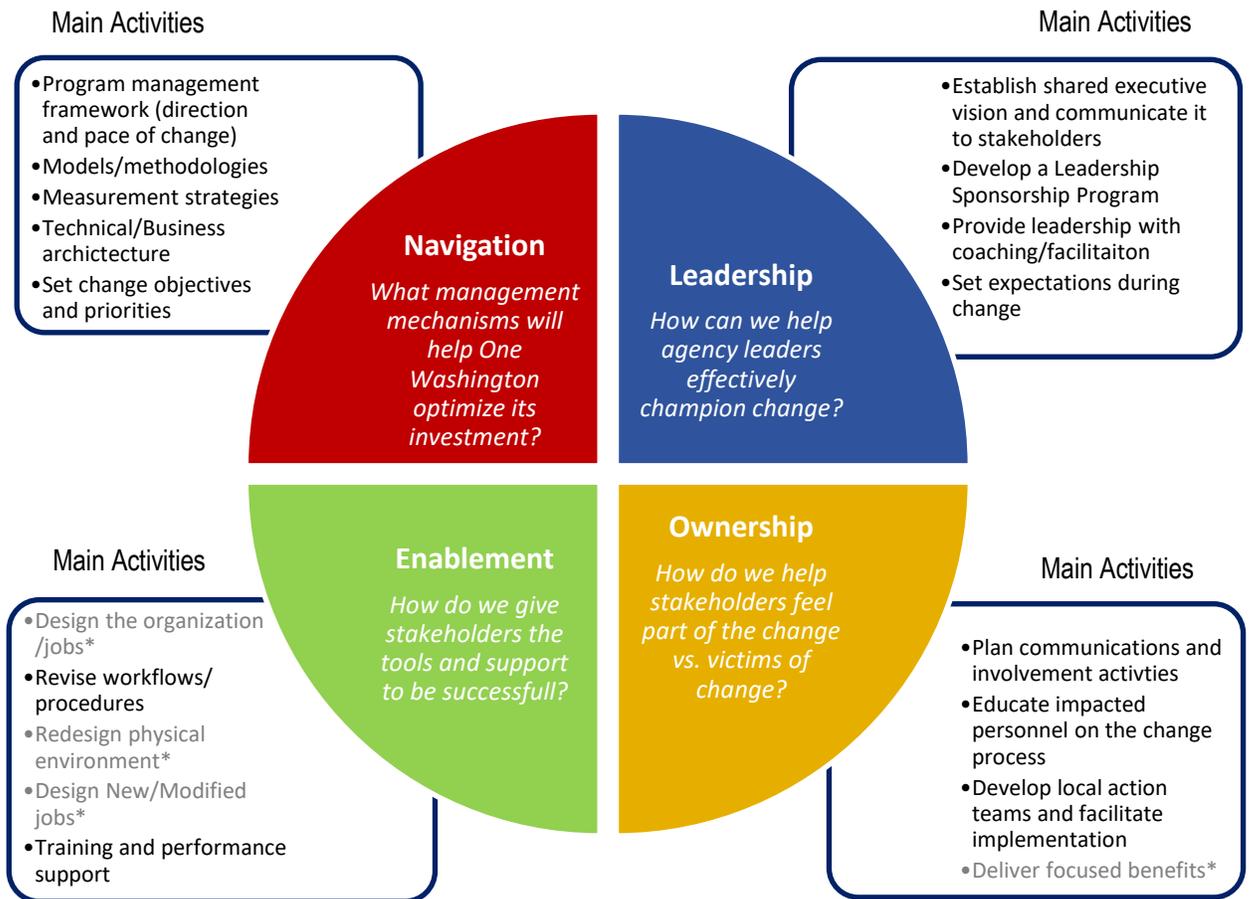


Figure 2: Accenture Change Model.

**Activities from the 2014 Business Case – Not in Scope*

In the **Navigation** dimension, the OCM framework is developed to include 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 setting expectations for the change process. The **Enablement** dimension defines 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.

One Washington will provide agencies with early direction and guidance regarding redesign of organizations, physical environments and jobs/roles. Individual agencies will be responsible to plan and perform agency-level changes, as these are not part of the role of One Washington.

2.6 Change Commitment Curve

Stakeholders' commitment to the change is a critical dependency for enterprise success. The change journey for stakeholders is visualized in the change commitment curve (see Figure 3 below).

The change commitment curve shows the distinct stages that stakeholders pass on their journey to change adoption: awareness, understanding, buy-in and commitment. With effective change management, stakeholders will navigate and support the change. Without OCM, users may oppose the change, waver in their support of the change, or move through the stages of change adoption at a slower pace than the rest of the state enterprise.

As illustrated by Figure 3, stakeholder groups move at an anticipated pace:

- Sponsors move up the curve at a quicker pace and are more likely to support the change sooner because of their key position in initiating, acquiring funding and building a governance structure for the transformation effort.
- Transformation Agents will have a focal role in disseminating information from sponsors and the One Washington program to their agencies and departments. Given their Program knowledge and involvement, we would expect them to move up the curve quicker than an end user.
- End users will advance up the curve at the slowest rate because they are not involved in the day-to-day events of the transformation effort.

The change model can be mapped to the change commitment curve to indicate the activities that should be performed at each stage to help users progress to the next stage.

Goal: Follow the change approach to bring individual users of the new systems successfully through the change commitment curve to arrive at a state of change commitment.

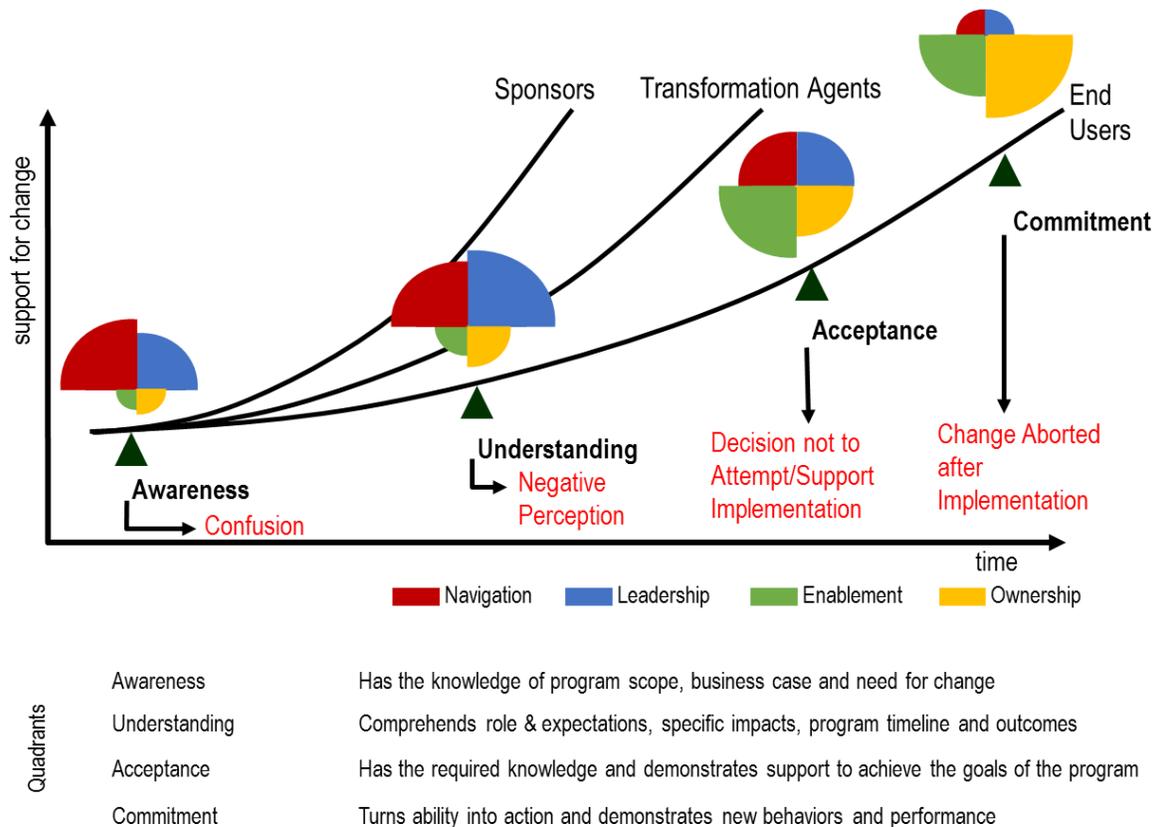


Figure 3: The Change Commitment Curve with Emphasis on the Appropriate Change Model Quadrants for Each Change Stage.

Successfully managing the four dimensions of the change model will ensure commitment for the change and increase the ability of One Washington and enterprise partners 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 change lifecycle. For example:

- To build **Awareness**, One Washington will utilize multiple communication tools such as meetings, emails and videos 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 can happen.
- To build **Understanding**, One Washington will focus on employee engagement and championship (**Leadership** functions), as well as two-way communications vehicles such as a Transformation Agent Network and advisory committees. Communications will be aimed at building an understanding of how the change impacts peoples’ work.
- To build **Buy-In**, One Washington will collaborate with enterprise partners to develop and provide in-depth training and on-the-job support to impacted employees. This is **Enablement**.
- To build **Commitment**, One Washington will develop sponsorship at the agency-level through two-way vehicles and additional agency-specific training. This is **Ownership**.

Generally, with proper OCM, stakeholder support for change increases over time. However, when OCM techniques are not implemented, end users do not progress on this curve and must face the alternative. These alternatives are shown in red font in Figure 3 above and summarized below:

- Stakeholders who are not made aware of the change -- *may be confused*
- Stakeholders who do not understand the change -- *may have a negative perception of it*
- Stakeholders who are not bought into the change -- *may decide not to support it*
- Stakeholders who are not committed to the change -- *may cause the change to be aborted*

As individuals progress through the change commitment curve, their commitment and contribution to the change increases. A structured change management approach helps people move toward the desired degree of change support and commitment.

Measurement of the movement along the change commitment curve is discussed in [section 6.7, Measurement of OCM Success](#).

2.7 Culture: Change Considerations

Culture represents an unspoken set of rules by which an organization governs itself. Understanding the culture of enterprise partners and weaving those culture threads into the strategy and subsequent change plans is crucial. The culture pulse from the October-November 2017 stakeholder interviews (the list of interviewed agencies is found in [Appendix 9.3](#)) shows that lean is a common culture aspect across agencies. This lean culture can be leveraged for the One Washington program, as well as acting as an enabler to adopt Agile for the SaaS implementation (Finance and Procurement). It should be noted that in the October-November 2017 stakeholder interviews, lean maturity varied by agency.

2.7.1 Culture: Change Considerations for Agile

The OCM strategy emphasizes that the state’s enterprise partners need time to create change capability by making change a part of their culture. The [VersionOne](#) 10th Annual State of Agile Development Survey 2016 show that culture is the most difficult barrier to further agile adoption in an organization. Conversely, in the same [VersionOne](#) survey, culture is the number one factor to adopt and scale Agile programs (see [Appendix 9.1, Agile Barriers and Challenges](#), for figures).

One Washington OCM activities during 2018 include:

- Recommending to leaders that they formally implement a change management group in their agencies – relative to the One Washington effort at a minimum.

“Every agency manager should know how to manage change.”

-Agency Director

- Sharing best practices and information during Transformation Network meetings by change capable agencies such as LNI, DOL, DES and HCA.
- Empowering existing state lean teams within agencies (without formalized change management practices) with suggested change management frameworks and materials.
- Creating a Change 101 curriculum.

2.7.2 2016 Employee Engagement Survey

The [2016 Employee Engagement Survey](#) provides state culture indicators to consider. Two of the highest scoring questions in the survey show that:

- Q4 – Employees know what is expected of them at work: 87%
- Q3 – Employees know how their work contributes to the goals of their agency: 80%

One of the lowest scores in the survey was around communicating about change:

- Q14 – I receive clear information about changes being made within the agency: 48%

These timely survey insights should be top of mind when creating key messages and communications dissemination plans.

2.7.3 October-November 2017 Stakeholder Interview Insights

An initial round of stakeholder interviews was conducted in October and November 2017. Twenty-two agencies were selected, representing a mix of size and type. The stakeholder interviews provided insights to shape early key messages and communications for the One Washington program. Overarching themes resulting from the 22 agencies ([Appendix 9.3](#)) interviewed during October-November 2017 include:

- There is cautious support for the Program - agencies know One Washington needs to be done, but the TLA, HRMS and the cancelled Roadmap experiences are concerns that need to be addressed.
- There is a need to understand the timeline in order to properly resource and prioritize the One Washington program work against existing or planned enterprise partner initiatives.
- Face to face meetings are more effective than email.
- Agencies who make the investment in change management will be culturally and organizationally ready for One Washington.

2.8 Change Behaviors

In addition to culture, change behaviors are a critical contributing factor to the success of One Washington OCM. Behavior is the way an individual act or conducts themselves. An individual can change or modify their behavior, provided that the desired behaviors can be modeled and supported. This means identifying desired behaviors for each of the change phases during the implementation:

*“It’s not easy to get people to think different.”
-Agency Deputy Director*

- Leadership to model the desired behavior
- Dissemination of information to provide certainty
- Establish peer networks to create community and mutual support

The following table provides the core desired Change Behaviors for each of the One Washington implementation phases/waves. These behaviors can be measured through the measurement surveys as described in [Section 6.7](#):

Table 1: Core Desired Change Behaviors to be Observed for One Washington.

	Awareness	Understanding	Acceptance	Commitment
GOAL	<ul style="list-style-type: none"> The One Washington stakeholder realizes that a change is coming to the current Finance, Procurement, HR/Payroll and Budget systems and processes. 	<ul style="list-style-type: none"> The One Washington stakeholder understands the benefits of One Washington for the state and for the work they do. 	<ul style="list-style-type: none"> The One Washington stakeholder demonstrates positive support of One Washington in conversation with others. 	<ul style="list-style-type: none"> The One Washington stakeholder incorporates the new systems and processes as normal practice for their work.
OUTCOME	<ul style="list-style-type: none"> When asked by others, the One Washington stakeholder can articulate the One Washington program purpose, timeline and desired outcome. 	<ul style="list-style-type: none"> The One Washington stakeholder seeks to interact with the demo system through solution education opportunities. 	<ul style="list-style-type: none"> The One Washington stakeholder proactively signs up to test the new system. The One Washington stakeholder proactively signs up to train on the new system. 	<ul style="list-style-type: none"> The One Washington stakeholder positively talks the new system and processes. The One Washington stakeholder mentors and supports others in adopting the new system and processes.

2.9 Creating Change Capability for the State of Washington

The ability to manage and execute change across an organization is primarily a result of an organization's change capability. Characteristics that identify a change capable organization include:

- Visible and committed leadership
- A socialized change management framework and tools for managing change
- A network of experienced practitioners within the organization's business and support functions
- Change as a visible, living part of the culture in the organization

Objectives of the One Washington program will be achieved when end users have adopted the new systems and business processes in a sustained demonstration of commitment.

Readiness: The One Washington 2014 Business Case showed that the state is low on organization readiness (based

on organization effectiveness survey data collected at the time). Efforts should be undertaken prior to the first implementation to create the change capability necessary to prepare stakeholders for the changes that will happen during the One Washington program.

Capability: As mentioned in [section 2.7](#), the state’s Lean Initiative has created a foundation for change capability that should be leveraged for One Washington change program. Proposed early change capability activities to increase organization readiness can be found in [section 6.0](#).

2.10 Change Management Approach for One Washington

The One Washington program is a business transformation effort consisting of overall Program OCM as well as several solution implementations over multiple years. One Washington will follow a change management approach for each solution implementation, integrating change activities and efforts with the overall implementation phase efforts, and promoting successful end user commitment and adoption of the state’s investment. Figure 4 below illustrates the change management approach for One Washington:

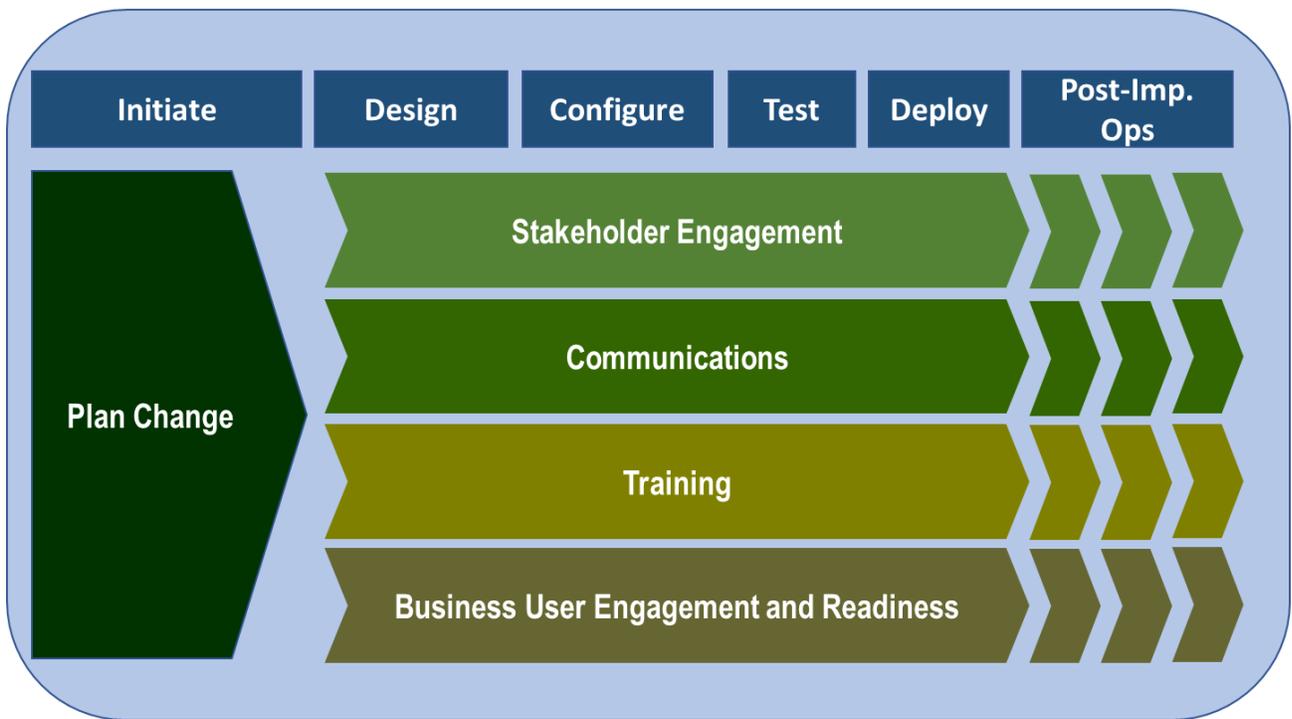


Figure 4: Change Management Approach.

The workstreams of the Change Management Approach are:

- **Plan Change:** Establishes and anchors the change effort. During plan change, the One Washington Transformation team will confirm the stakeholders and understand how they will be affected by the implementation phase. Specific change plans developed during this phase will define change management activities and timelines.
- **Stakeholder Engagement:** Identifies One Washington stakeholders and validates they are appropriately engaged in the change effort, and are preparing to adopt the upcoming changes.

- **Communications:** Develop a communications and engagement strategy, and plan to move stakeholders to their targeted level of change commitment, ensuring that communication is synchronized with the Program phase/implementation schedule.
- **Training:** Define the training and performance support strategy and plan to effectively enable the change.
- **Business User Engagement and Readiness:** Define the change ecosystem that will support end user engagement and readiness for the implementation go-live and beyond.

The OCM strategy will leverage this approach as well, with emphasis on stakeholder engagement and communications.

Figure 5 depicts the change management approach against the overall One Washington timeline. Note that the Finance and Procurement implementation will be implemented over three waves.

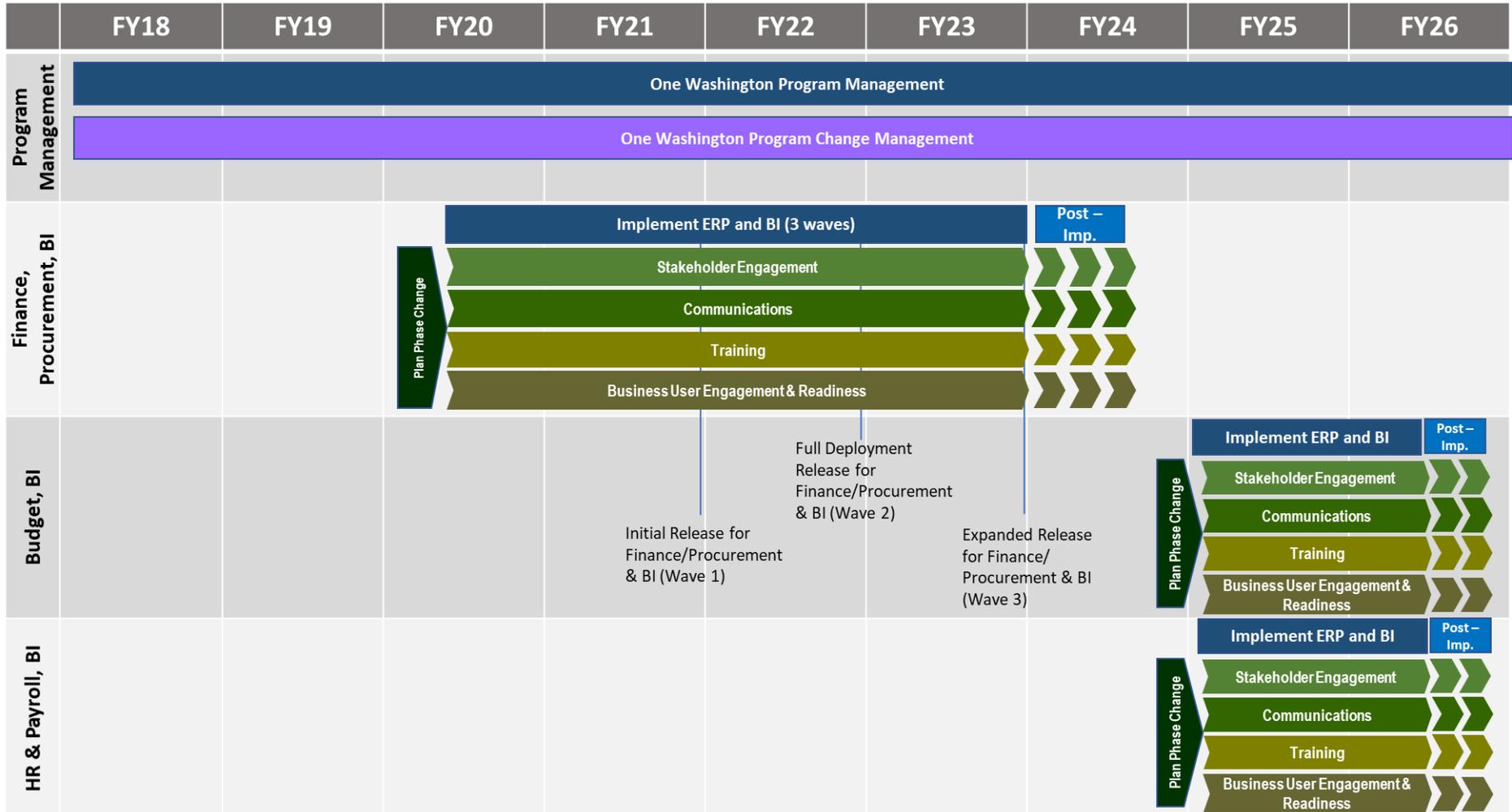


Figure 5: Change Management Approach Across the One Washington Program Timeline.

3 Stakeholder Identification and Engagement

Stakeholders are the key to a strong and successful change program. This includes analysis and documentation of stakeholder commitment, concerns and other factors for consideration. Active engagement and monitoring of stakeholders primarily through measurement of OCM success as described in [section 6.7](#), is a feature of the OCM strategy.

3.1 Change Championship

It is essential for change championship to be demonstrated at the executive level down to mid-level leadership of enterprise partners. These leaders behaving as change role models for One Washington is critical. For SaaS implementations, change championship is a key component of the change strategy.

*“Every leader is going to be a change leader.”
-Agency Deputy Director*

3.1.1 Role of Leadership

It is vital to have actively engaged program sponsors to assist with setting the Program’s strategy and direction. Visible engagement and communications are important. For One Washington, a change sponsorship strategy that builds and sustains support throughout the Program’s phases will be needed.

3.1.2 One Washington Leadership Development

To promote the success of state executives and managers in their role of One Washington change advisors and change leaders, a leadership development program will be implemented in FY18 and FY19 by the One Washington Transformation Lead. The proposed outline includes:

- Leadership in times of change
- Behavior modeling
- 30-day leadership learning challenges
- Peer group support
- Leadership transition planning

Periodic check-ins by the Transformation Lead with state executives and managers (who will be One Washington change advisors and change leaders) will be scheduled on a quarterly basis to track progress and provide support.

3.1.3 Leadership Transition Planning

Given the duration, complexity and magnitude of the One Washington program, stakeholder leadership transition plans will be developed to minimize disruption during transitions between leaders and to ensure the incoming stakeholder leadership is expeditiously informed and fully aligned to support One Washington. The OCM leadership transition plan will track and communicate:

- Name(s) of intended successor(s)
- Confirmed transition dates (off boarding and onboarding)
- List of One Washington committees, groups, or leadership activities the current leader belongs to

To facilitate personalized orientation and onboarding:

- Schedule introductions to One Washington leadership
- Review of relevant One Washington change activities in flight (e.g. upcoming open houses, leadership check-ins, etc.)

- Provide metrics from latest measurements and readiness activities (if available), with recommended actions to prioritize for execution

3.2 Stakeholder Definition

A stakeholder is any internal/external person or group with significant involvement and/or interest in the outcome of the One Washington program.

We distinguish between stakeholder groups and key stakeholders.

Stakeholder groups: A group of employees (or external stakeholders such as vendors) who are directly or indirectly affected by the change created by One Washington. Stakeholders can also be grouped by information need. All people with the same information need are clustered in the same stakeholder group: e.g. processors, approvers, etc. The aim is to define as many stakeholder groups as necessary to be successful, while not having more groups than necessary and increasing complexity.

Key stakeholders: People who can influence the outcome of One Washington, negatively or positively. One Washington maintains a list of key stakeholders for strategic communications.

3.3 Stakeholder Identification

Stakeholder identification involves documentation and analysis of stakeholders when planning change activities. It is the most critical input in a change management program, as it informs the communications, Transformation Network, business end user readiness and the training strategy and plan. Key activities in stakeholder identification include:

- Identification and segmentation of stakeholders (including key stakeholders)
- Understanding stakeholder goals and expectations by conducting interviews where necessary
- Assessing level of stakeholder commitment, knowledge and influence
- Planning actions and engagements to address specific stakeholder needs
- Monitoring and evaluating agency and stakeholder engagement

Continuous analysis captures stakeholder expectations, roles, partner priorities, end user priorities, concerns and status on the change commitment curve. Stakeholder analysis informs OCM communications, training and change plans. Stakeholder baseline information will be reviewed and updated prior to each implementation phase.

3.4 Agency and stakeholder engagement

One Washington is developing stakeholder engagement plans to gain success for the Program by engaging, getting buy-in and supporting alignment to the overall program.

The approach of the OCM strategy is to encourage stakeholders to commit and contribute, and to participate and own the change from the onset. To achieve this, One Washington strives to understand expectations, priorities and interests, and to define the effort required

to onboard stakeholders. This understanding allows the Transformation team to prepare stakeholders and to encourage them to do what is required within their own enterprise to effect change.

"We really support what you are doing, giving opportunities for agencies to be heard; doing with us not to us."

-Agency Director

The engagement plan contemplates the cadence of stakeholder contact and is driven in part by stakeholder feedback and in part by analysis of stakeholder progress on the change commitment curve. Some activities will be targeted discretely to stakeholder groups. The goal is to identify early intervention opportunities, focus troubleshooting efforts and support stakeholders in change adoption.

The agency and stakeholder management plan provides the Program with:

- Insight about key stakeholders who can influence program success.
- Insight to be able to identify tailored change activities to support the needs of stakeholders.
- Actions that are aimed to positively influence stakeholder attitudes toward the Program.
- Assessment of how stakeholder attitudes develop throughout the Program.
- A means to validate and check that ownership and commitment levels are aligned with the current stage of change.

The plan anticipates stakeholder engagements will include:

- Hosting stakeholder interviews, functional and business workshops, focus groups, information sessions and ad-hoc conversations to get to know them, know their priorities and understand their perception of One Washington.
- Defining actions to involve and manage discrete stakeholders (stakeholder action plan).
- Aligning expectations: Defining the expected level of support between program leadership and agency leadership, related to communications and availability.
- Setting up and conducting stakeholder engagement cadence meetings, e.g. a quarterly One Washington program open house (see below).
- Analyzing expectations and level of support after interactions by using pulsing tools such as polls or surveys, and using this data to create an actionable report, illustrating results against expectations.

The effort to sustain stakeholder engagements includes executing on discrete stakeholder actions documented in stakeholder analysis. Analysis will be continuously updated based on feedback/information. During implementations, the feedback/information data would come from measurement of OCM success surveys (see [section 6.7](#)).

Below are stakeholder engagement activities:

- Quarterly open house meetings open to all stakeholders. These updates will contain information about Program progress and other relevant high-level items.
 - Similar sessions will be held for vendors during the Procurement phase
 - We will leverage any vendor conferences that stakeholders host with vendors
- Invite vendors prior to competitive procurement to show solution capabilities and allow stakeholders to become familiar with the Finance, Procurement, HR/Payroll and Budget solutions prior to respective competitive procurement cycles.
 - Similar dedicated showcases will be held for vendors as part of stakeholder-hosted vendor conferences
- Business capability workshops for stakeholders to be familiar with the Finance, Procurement, HR/Payroll and Budget expected business capabilities and the approach to collect expected capabilities for SaaS solutions.
 - Similar business capabilities workshops for vendors
- During each phase, key stakeholders will be identified and engaged to convey One Washington messages as part of key communication/engagement activities or within the Transformation Network as an advocate/champion.
- Continuous stakeholder feedback channels to ensure stakeholder feedback is heard and expectations captured, and actionable activities identified, in order to remove impediments to commitment and purpose.

3.5 Stakeholder Groups (by business area)

An early list of stakeholder groups by business area for the One Washington program is provided below. These were identified in Section 2.6 of the Blueprint. Each group will be confirmed during the change planning phase for the corresponding implementation phases.

Examples of stakeholders in the Finance area include:

- Agency managers and directors
- Operating/line of business end users and supervisors working in the business process areas which are in scope (e.g. accounts payable, accounts receivable, accounting, etc.)
- Operating/line of business financial managers and chief financial officers
- Central/control end users and supervisors working in the business process areas which are in scope (e.g. accounts payable, accounts receivable, accounting, etc.)
- Central/control financial managers and chief financial officers
- Leadership in the Office of Financial Management
- Leadership in the Office of the State Treasurer
- Leadership in the Office of the State Auditor
- Staff and leadership in the Office of the Governor and the Legislature
- Citizens and the public

Examples of stakeholders in the Procurement area include:

- Agency managers and directors
- Operating/line of business end users and supervisors working in the business process areas which are in scope (e.g. purchasing, contracting, etc.)
- Operating/line of business procurement managers and chief procurement officers
- Central/control end users and supervisors working in the business process areas which are in scope (e.g. purchasing, contracting, etc.)
- Central/control procurement managers and chief procurement officers
- Leadership in the Department of Enterprise Services
- Leadership in the Office of the Attorney General
- Leadership in the Office of the State Auditor
- Staff and leadership in the Office of the Governor and the Legislature
- Political subdivisions e.g. cities, counties, tribes, schools, etc.
- Citizens and the public, vendors and suppliers

Examples of stakeholders in the Budget development area include:

- Agency managers and directors
- Operating/line of business budget managers and budget directors
- Operating/line of business program managers and agency heads
- Leadership in the Office of Financial Management
- Staff and leadership in the Office of the Governor and the Legislature, for example the Legislative Evaluation and Accountability Program
- Citizens and the public

Examples of stakeholders in the HR/Payroll area include:

- Agency managers and directors
- Operating/line of business end users and supervisors working in the business process areas which are in scope (e.g. recruiting, payroll, benefits administration, etc.)
- Operating/line of business human resource and payroll managers and chief human resource officers

- Central/control end users and supervisors working in the business process areas which are in scope (e.g. recruiting, payroll, benefits administration, etc.)
- Central/control human resource and payroll managers and chief human resource officers
- Leadership in the Office of Financial Management
- Staff and leadership in the Office of the Governor and the Legislature
- Citizens and the public

Examples of stakeholders in the BI area include:

- Data governance specialists
- Business analysts
- Any other owners or creators of enterprise level reports or queries

3.6 Change Effect on Stakeholder Groups

Determining the effect of system and process changes on stakeholder groups will be a core and continuous input to the One Washington change strategy. It will allow the Transformation team to prioritize stakeholders with a high degree of change. The change effect and subsequent change action plan will be documented in a central change effect assessment and will be part of the business user readiness work team. A sample view of this assessment is in [Appendix 9.5](#). The work of documenting these change effects will be done by members of the Transformation team, who will be imbedded in the respective functional and technical work teams.

3.6.1 Approach

At the outset of each implementation phase, it is necessary to understand the overall scope and impact of the implementation's outcome. This will be documented in a change effect assessment. This assessment will be validated with the relevant technical and functional leads and the One Washington Program Director. This approach will enable rapid identification of change action plans to prepare and engage stakeholders during implementation phases.

Inputs to the change effect assessment include process flows and outcomes from solution design sessions.

3.6.2 Assessment Considerations for On-Premises/Best-of-Breed ERP and BI Implementations

The assessment of change effects of an on-premises/best-of-breed ERP and BI implementation typically occurs during the early phases of analysis and design. They are typically the core input to process workshops and/or conference room sessions. Users are given a walkthrough of the new system and new business processes. Within the OCM strategy, change effects also inform key messages for communications and new core concepts/scenarios during training.

3.6.3 Assessment Considerations for SaaS (Finance and Procurement ERP and BI solution)

Continuous assessment of change effects is central to achieve success in any SaaS implementation due to continuous and incremental updates to the solution through deployment cycles. The assessment:

- Ensures rapid identification of change action plans to prepare and engage stakeholders if the scope or impact changes.
- Prepares to integrate change effects coming from change requests and workarounds into the change effect assessment. Early awareness of impacts may come from key activities such as design team daily stand ups.
- Identifies key change impacts and workarounds during the final solution showcase, contemplates the OCM activities needed for user adoption and ensures that the state's business continuity is preserved.

3.6.4 *Feedback Cycles*

Active feedback cycles are necessary to capture updates and ensure that change effects are clearly articulated and addressed in upcoming Transformation team work activities. Feedback tools will be discussed and agreed upon with the functional and technical work teams and socialized through communications and the Transformation Network. Some user feedback may be routed to the One Washington Executive Steering Committee for approval.

3.6.5 *High-Level Timeline*

Figure 6 below depicts a conceptual view (for discussion purposes only) of One Washington's stakeholder engagement timeline, highlighting core and minimum stakeholder activities:

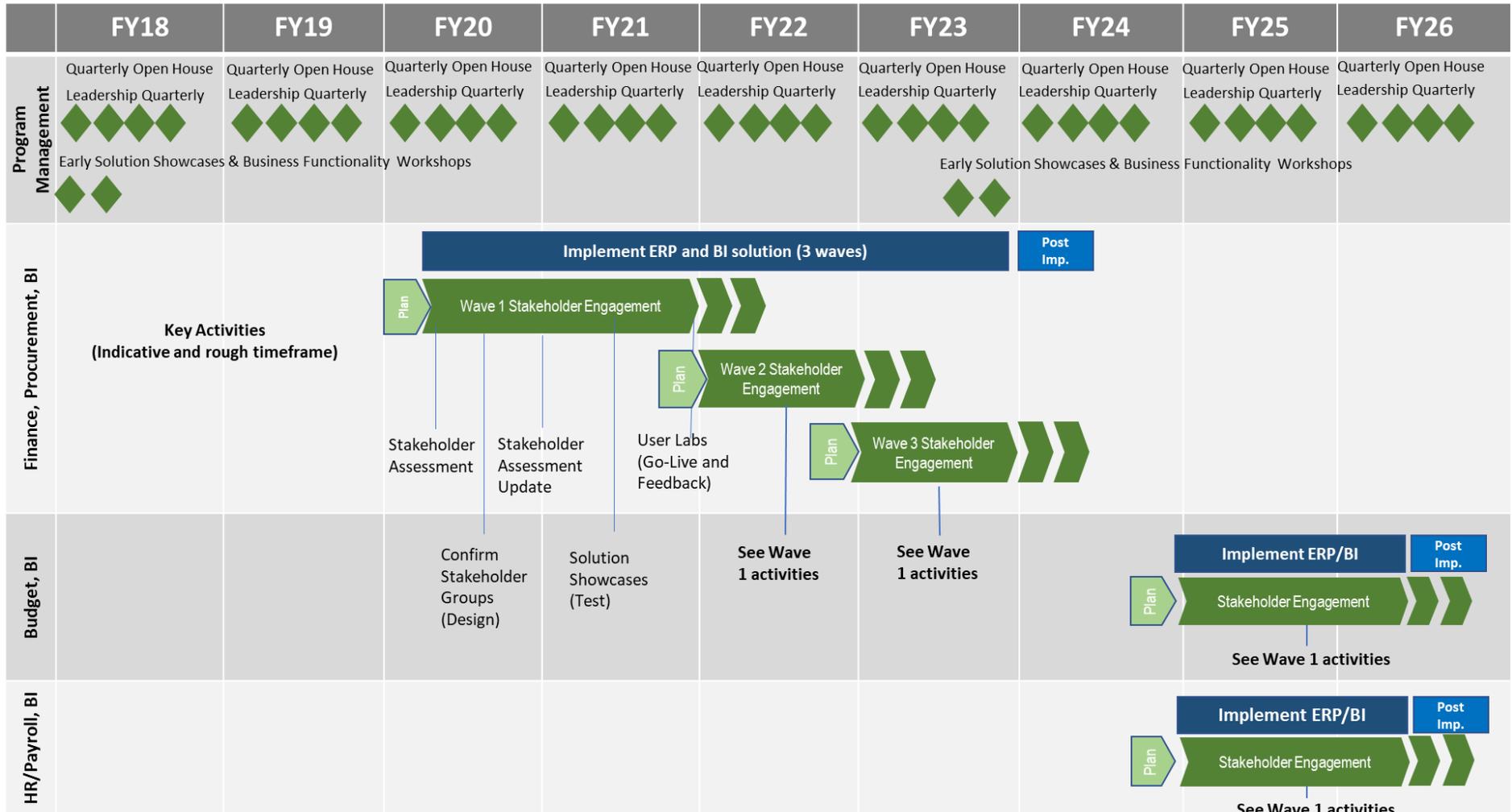


Figure 6: High-Level Conceptual Representation of the Stakeholder Engagement Timeline.

4 Communication Strategy

4.1 Overview

This section outlines the communication strategies and approaches for how One Washington program information will be communicated to motivate, involve and inform stakeholders.

4.1.1 Mission

The mission of One Washington communications is to proactively deliver open, honest and timely information about the Program. Then, to promote and enable adoption of changes to the state's Financial, Procurement, Human Resources, Budgeting and BI systems and processes.

"Share with us key communication points and messages, [share the] soft communications, [share the] detailed communication to the specific teams."
-Agency Deputy Director

4.1.2 Goals and Objectives

The goal of the One Washington communication strategy is to communicate the right message to the right audience at the right time.

Objectives of the communication strategy are to:

- Confirm which stakeholders will be impacted by the Program, and to ensure the appropriate content and timing of messages.
- Identify stakeholders who contribute to communications.
- Establish communication objectives and activities relative to stakeholder groups at a specific point in time, in order to move them along the change commitment curve (awareness, understanding, acceptance and commitment).
- Devise and define the structure to communicate key messages and the timeline, to answer the questions "why, how, who, where and when" for each audience group.
- Identify delivery methods/vehicles, senders and delivery dates for messages.
- Establish feedback mechanisms to evaluate and assess communication effectiveness.

4.2 Communication Strategy

For communications to be effective, there must be a balance of frequency, methods and channels to provide meaningful information to the individuals who need it and when they need it. Also, there must be mechanisms to enable two-way communication/feedback.

The One Washington communications strategy provides the overall structure for delivering effective communications. The strategy includes development of a communications plan that:

- Details how different target audiences will be informed and engaged.
- Defines the mechanisms for involving the target audiences and gathering their feedback, issues and concerns.
- Outlines a process for systematic delivery of timely, consistent, accurate and relevant messages through multiple channels to increase comprehension and retention.
- Controls the flow of information and aligns proactive messages with program implementation plans and objectives.

- Provides stakeholders with clear information to support the Program's objectives and navigate the change commitment curve.

4.3 Scope

The communications strategy is targeted toward stakeholders who will be using the new Finance, Procurement, HR/Payroll, Budget and BI processes and systems that will be implemented during 2020 through 2026. Currently identified stakeholder profiles include both internal and external stakeholders as listed below:

Internal:

1. Agency end users
2. Agency managers (includes supervisors or operational leadership)
3. Agency executives (including deputies and strategic leadership)
4. The Office of the Governor, and the Legislature
5. Process owners (including IT)
- 6.

External:

1. Vendors and suppliers
2. Labor unions
3. Citizens, public interest groups, the media
4. Other governments (including cities, counties and municipalities)

4.3.1 Context

The One Washington program will be navigating an enterprise landscape where:

1. There is no centralized communications office.
2. There are no known communication effectiveness metrics or measurements.
3. There is a heavy reliance on email as a communication channel.

The organization assessment that was conducted in the 2014 Business Case confirms these observations. This assessment provided insight into the organization readiness score of those agencies surveyed. Additional communications information was collected in October-November 2017 during interviews with 22 agencies. The list of agencies interviewed is provided in [Appendix 9.3](#)).

For the One Washington communications strategy, we will:

1. Leverage existing channels, with an emphasis on face to face meetings.
2. Establish and manage new communication groups in Outlook and email delivery systems.
3. Determine communication integration points with identified agency communications contacts by means of a newly established One Washington Communications Council. This council would meet on a regular cadence to discuss upcoming One Washington communications as per the Program's communication plan, and determine dissemination points or communication synergies with respective agencies' communications calendars.

4.3.2 Guiding Principles

The following principles will guide the One Washington Transformation team in effectively communicating the Program’s goals, activities and progress to various stakeholder groups.

We will:

- Leverage existing communication structures and hierarchies within the state to ensure alignment with strategic direction and maximum penetration of key messages.
- Monitor the effectiveness of thoughtfully introduced new structures and tools.
- Commit to realistic timeframes and share as much relevant information as possible, and as early as practical.
- Use concise, plain language and explain new terms and concepts.
- When possible, use multiple tools to communicate essential information, including newer tools to develop videos and Internet presentations.
- Provide opportunities and easy access to resources for stakeholders to ask questions and provide feedback.

Certain factors are important for the coordination of communication activities. The following factors will be considered before initiating any communication activity:

*“Communicate early and often.
Communicate the ‘why?’”
-Agency Deputy Secretary*

- **Compelling:** One Washington communications must appeal to the stakeholder’s sense of purpose, and answer why their investment in and commitment to this program is important and beneficial to them.
- **Simplicity:** One Washington communications must aim to reduce the volume of information being sent so that messages are being relayed clearly and concisely. Communications will be distributed in an appropriate timeframe and only with information that is needed at the time.
- **Consistency:** One Washington communications must remain consistent regarding language, vehicle and timing. To achieve consistency, the One Washington Transformation team will use key messages, standard templates, and the same vehicle and timing for similar messages.
- **Continuous Improvement:** The One Washington Transformation team will seek to continuously improve communications. The team will evaluate and assess communication effectiveness by asking recipients for feedback. The feedback received will be shared with the appropriate stakeholders so that targeted improvements can be implemented.

4.3.3 Stages of Communications

The overall purpose of the communication effort is to build awareness of the change, increase understanding of the impacts, secure stakeholder commitment to the change, and to help verify operational readiness of affected employees. In accomplishing this purpose, stakeholder groups are brought through a series of distinct stages through communications, which are rooted in the change commitment curve discussed in [section 2.6](#), and illustrated in Figure 7.

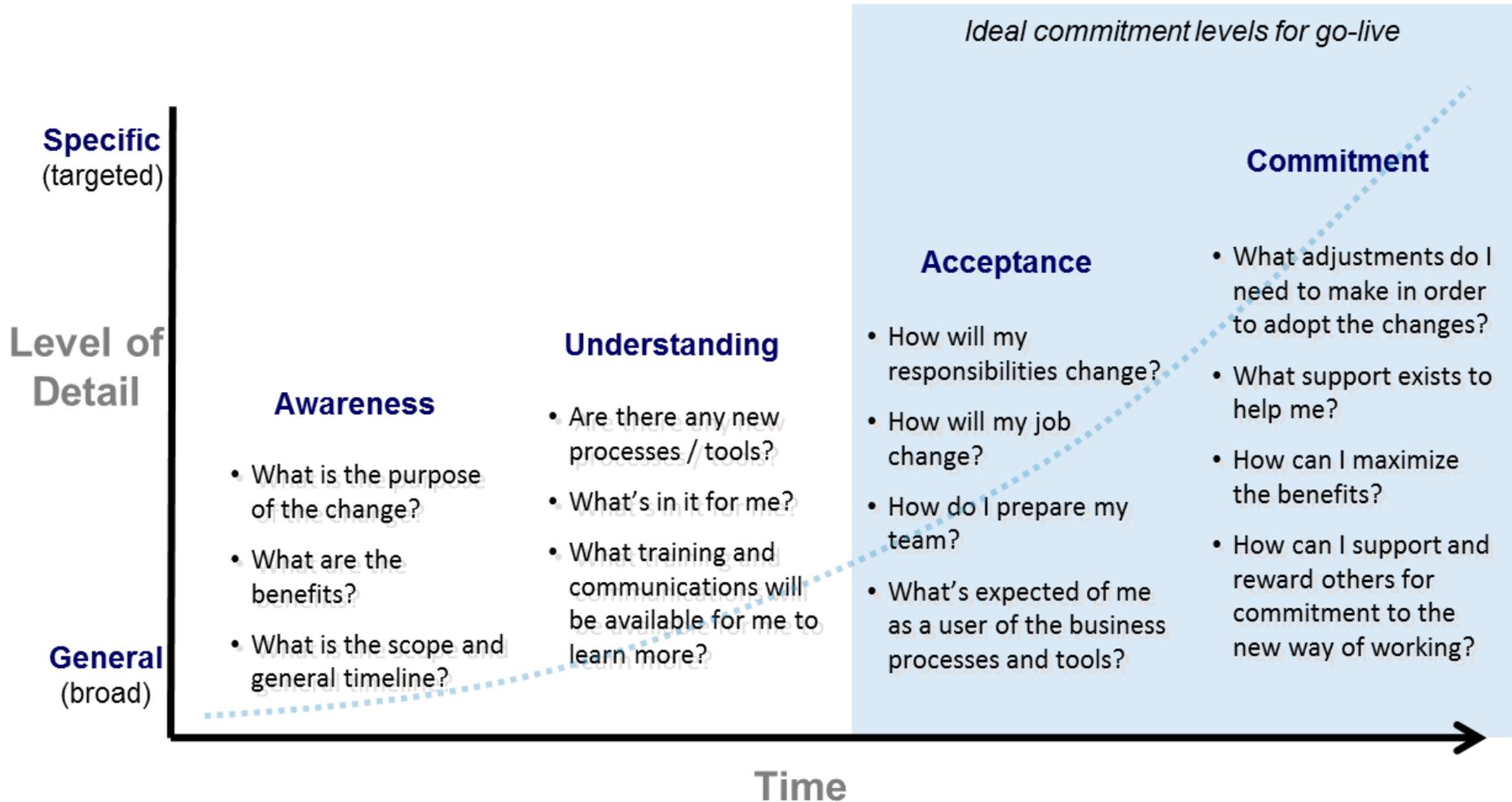


Figure 7: Key Messaging for Each of the Change Commitment Curve Stages.

- **Awareness** – Awareness of One Washington, ability to articulate program-related basic facts, and recognize key individuals involved.
- **Understanding** – Understanding of the Program’s scope, benefits, impacts, stakeholder benefits, and pursuit of additional information.
- **Acceptance** – Active participation in Program activities and requests; ability to independently articulate benefits and impacts of the One Washington program.
- **Commitment** – Integration of new system and processes into the standard way of working; advocates for the Program; suggests ways to improve.

Each stage builds upon the previous one, and no stage may be skipped.

Table 2 below illustrates desired stakeholder key behaviors (as discussed in section 2.8) by change stage and the sample communication events:

Table 2: Desired Stakeholder Key Behaviors by Communication Stage and Typical Communication Channels/Events.

Change Stage	Stakeholder Key Behaviors	Typical Communication Channels/ Events
Awareness	<ul style="list-style-type: none"> ▪ Acknowledges that One Washington will have an impact on current operations ▪ States the benefits of the Program ▪ Articulates the purpose of the One Washington program ▪ Asks questions to clarify concepts 	<ul style="list-style-type: none"> ▪ Emails ▪ Website posts ▪ Program overview meetings ▪ Town Halls ▪ Transformation Network kickoff ▪ Transformation Network meetings ▪ SaaS Showcases ▪ Newsletter ▪ Videos ▪ FAQs ▪ Governor-level communications
Understanding	<ul style="list-style-type: none"> ▪ States the benefits of the Program ▪ Has clear expectations about what the Program will deliver ▪ Understands how One Washington will impact their work and processes ▪ Demonstrates positive support and endorsement 	<ul style="list-style-type: none"> ▪ Emails ▪ Phase update meetings ▪ Transformation Network meetings ▪ Lean conferences ▪ Vendor conferences ▪ Website updates ▪ User testing ▪ Newsletter ▪ Videos ▪ FAQs
Acceptance	<ul style="list-style-type: none"> ▪ Acknowledges that change is imminent and starts acquiring the knowledge and skills to operate in the future state ▪ Articulates willingness to perform as the change requires 	<ul style="list-style-type: none"> ▪ Emails ▪ Phase update meetings ▪ Transformation Network meetings ▪ Website updates ▪ Performance support (e.g. job aids, other training, knowledge materials and assets) ▪ Infographics

Change Stage	Stakeholder Key Behaviors	Typical Communication Channels/ Events
		<ul style="list-style-type: none"> ▪ Training (including webinars) ▪ Newsletter ▪ FAQs
Commitment	<ul style="list-style-type: none"> ▪ Independently and proactively uses new processes and tools ▪ Shares knowledge and information with other users ▪ Active and supportive advocate 	<ul style="list-style-type: none"> ▪ Emails ▪ Update meetings ▪ User groups ▪ Website updates ▪ Performance support ▪ Newsletter ▪ Continued training as necessary ▪ FAQs

4.3.4 Communication Channels

Operationally, enterprise partners within the state of Washington rely on email as their primary method of communication, both inter- and intra-departmentally. Other secondary channels include websites and department newsletters, but the use and management of these channels is inconsistent and entity-dependent. The One Washington Transformation team will leverage and enhance the communications channels outlined in Table 3.

Table 3: Communication Channels.

Communication Channel Type	Purpose
One Washington Website	To provide up to date information and content, announcements, key contacts, FAQs, resources, integrated calendar and key dates. Include a tool such as RSS syndication so that users can subscribe to updates.
Newsletter/Infographic	To provide cadenced and curated information about the Program, may also provide content to other departmental newsletters for inclusion and distribution.
Meetings	To provide stakeholders with program information at live gatherings including key action items, dates, calls to action, etc. (may be recorded). This was noted as the most effective communications channel by the 22 departments interviewed in October-November 2017.
Written communications	To provide communications about Program information, key action items, dates, calls to action etc. to stakeholders via email, PowerPoint or other office automation tools.
Webinars	To deliver information or training content that can be recorded and played back on demand and viewable from wherever and whenever participants are working.
Knowledge bases/Wiki	To provide information and knowledge that is curated and catalogued via keywords for easy search in an accessible platform.

Communication Channel Type	Purpose
Videos	To make accessible key information that is presented in short, consumable and visually appealing formats, using new tools (see sample here).
FAQs	To promote self-service information gathering, via centrally collected, updated and available Frequently Asked Questions (FAQs).

Effectiveness of these channels will be monitored and measured via cadence surveys during measurement for OCM success as discussed in [section 6.7](#).

4.3.5 Audiences

The following stakeholder groups will receive One Washington program communications:

- **Business Users:** Stakeholders who are affected by One Washington from a process, system, procedural and/or reporting perspective.
- **Executive Steering Committee (ESC):** Committee members are responsible for providing guidance on cross-agency issues, engaging in governance activities as appropriate, and for championing the One Washington program.
- **Advisory Committees:** Members are responsible for providing subject matter advice to each One Washington work team (e.g. Finance, Procurement, HR/Payroll and Budget, Technical, Business Intelligence, and Business Transformation) and for championing the One Washington program.
- **State Advisory Committees:** Members who represent stakeholders who are affected by One Washington from a process, system, procedural and reporting perspective, such as FMAC, PCAG, other workgroups and business function committees.
- **Transformation Agents:** Advocates from the stakeholder groups who connect One Washington sponsors, the One Washington program, and the One Washington Transformation team with their own enterprise stakeholders.
- **Trainers:** Responsible for delivering training to stakeholders. Trainers will also participate in initial deployment training, train-the-trainer training sessions, delivering training and other key Program activities.
- **Super Users:** Serve as the go-to person for end users. They are responsible for providing an existing knowledge base for the current change process and have the capability to quickly learn associated roles and processes related to the new ERP system.
- **One Washington program:** Responsible for the functional, technical, OCM and program management aspects of One Washington.
- **One Washington Program Team Managers:** Responsible for the management of their respective functional, technical, OCM and program management aspects of the Program.
- **External:** Consists of external stakeholders that will be affected by the implementation of the new ERP (e.g. vendors, political subdivisions).
- **Others:** Consists of stakeholders who are not affected by One Washington, but need to have situational awareness of the Program. This includes external stakeholders like the media, other governments, etc.

Stakeholder lists are dynamic: Throughout the OCM strategy, various lists of stakeholders are referenced or inferred. Individuals and groups may be added to any list as the need is identified and confirmed during the planning for each One Washington implementation phase.

4.3.6 *The Role of Leadership in Communications*

It is essential for individuals and groups to provide vision and direction to their discrete organization. The actions and words of change leaders demonstrate the priorities for the organization. It is necessary to have effective and committed state leaders to promote organizational acceptance of the One Washington program and associated process and system changes. One Washington will offer leadership development to enable change leaders to actively engage in the following activities:

- Establish and communicate the business context and associated decision rationale.
- Demonstrate commitment to the change.
- Provide the reinforcement and support required for the One Washington program to be successful.

4.3.7 *Communication Cascading*

Communication cascades through the organization via a hierarchical arrangement of stakeholder groups, sponsors and advocates. The appropriate target level of commitment for each group is defined during the stakeholder analysis for each One Washington implementation phase. This is done because not all stakeholder groups are impacted (e.g. HR stakeholders only need awareness of the Finance implementation and are not included in the full cycle of Finance implementation communications).

Each communication will be designed to address the information needs of stakeholders at their given position on the change commitment curve. Key messages will typically be communicated first to agency leadership, and then work their way down (via other scheduled communications and the Transformation Network) to the target audience. This approach leverages sponsorship, leadership and expertise of individuals at higher levels in order to drive the commitment of other groups and help manage the overall change effort for One Washington.

4.3.8 *Communication Distribution Lists*

Relative to typical communications channels reviewed in Table 3, distribution lists for communications will be set up and managed by the One Washington Transformation team. Once the target audience groups and communication plan have been approved, the team will create and manage logical distribution lists in appropriate enterprise tools for audience groups with similar messages, leveraging existing lists where possible.

At a minimum, the distribution lists illustrated in Table 4 will be created:

Table 4: Distribution Lists

Distribution Lists	
One Washington Newsletter	Executive Steering Committee and all other stakeholders
Transformation Network	Functional SMEs/working teams (by business function)
Transformation Advisory Committees	Functional advisory committees (by business function)

4.3.9 *Communication Roles and Responsibilities*

There are a variety of roles and responsibilities associated with the Program. Table 5 outlines anticipated roles and responsibilities:

Table 5: Communications Roles and Responsibilities

Role	Communications Responsibilities
Executive Sponsor and Executive Steering Committee (ESC)	<ul style="list-style-type: none"> ▪ Solicit support of the state agency and department leaders on the necessary cultural changes required to successfully implement One Washington program solutions ▪ Execute Program communications content and key messages (as requested)
One Washington Program Director	<ul style="list-style-type: none"> ▪ Responsible for Program execution and implementation, including the business transformation and integrated system implementation ▪ Authorize and execute Program communications content and key messages (as appropriate)
One Washington Transformation Lead	<ul style="list-style-type: none"> ▪ Responsible for initializing, planning, executing and managing the OCM strategy of the Program ▪ With the Stakeholder Engagement Lead, originate Program and phase communications ▪ Present Program briefings to stakeholders, e.g. Executive Steering Committee, Transformation Network, advisory committees, employee groups, or other interested parties ▪ Act as point of contact for content of the One Washington program website, presentations, etc. ▪ Receive feedback from Program stakeholders
One Washington Transformation Network Members	<ul style="list-style-type: none"> ▪ Serve as the transformation liaison between enterprise partners and Program transformation resources ▪ Communicate Program status to respective stakeholders as needed ▪ Act as feedback loop to internal leadership and the Program’s OCM team for stakeholder processing of Program activities
One Washington Communications Council	<ul style="list-style-type: none"> ▪ Composed of agency and department communications points of contact, who meet with the One Washington communications work team to understand upcoming Program communications ▪ Cascade and/or communicate Program communications through their entity’s internal established communication channels
One Washington Teams	<ul style="list-style-type: none"> ▪ Serve as primary point of contact for information needed by One Washington Transformation team for dissemination to audiences ▪ Represent One Washington program in a positive manner at all times when interacting with stakeholders ▪ Assist One Washington Transformation team resources in Program communications to emphasize consistency in program messaging

All communications will be reviewed and approved to confirm content accuracy, context, and quality prior to dissemination. The list of individuals involved in development, review and distribution will be documented in the One Washington Integrated Communication Plan.

4.3.10 Communications High-Level Timeline

Figure 8 below depicts a conceptual view (for discussion purposes only) of the One Washington program communications timeline, highlighting minimum essential communications activities

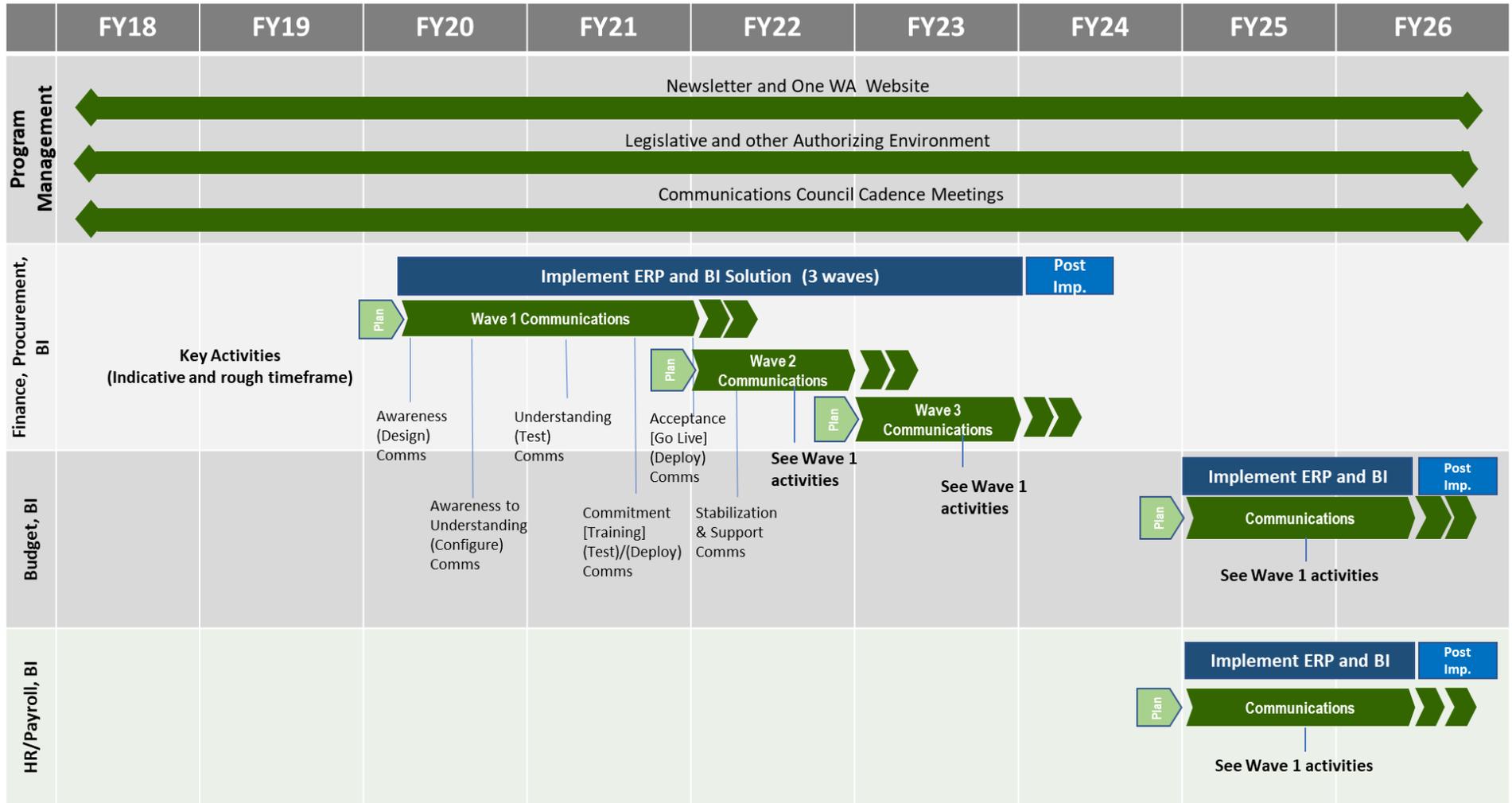


Figure 8: High-Level Conceptual Representation of the Communications Timeline.

4.3.11 *Communications Feedback*

The OCM strategy envisions active tracking of the efficacy of the communication strategy and plan. This effort is closely related to change measurement ([section 6.7](#)). Depending on the stage of the Program, various metrics and mechanisms will be deployed to allow the One Washington Transformation team to confirm the effectiveness of the approach, and encourage two-way communication between the Program and stakeholders.

Initial approaches to solicit and gather stakeholder feedback include:

- Program Email Inbox – Managed by the One Washington Transformation team and used to answer general questions. Questions may be forwarded to other areas including business subject matter experts (SMEs), as appropriate. The mailbox is onewa@ofm.wa.gov.
- Surveys – These will be used to compare and measure awareness, understanding and commitment levels of stakeholders to pre-determined metrics/targets. This will allow the One Washington Transformation team to determine the effectiveness of change management activities, including communications needs. More detail is available in [section 6.7](#).
- Transformation Network meetings/Q&A sessions – Time will be allocated in each One Washington Transformation Network meeting to allow Transformation Agents to provide feedback and ask questions.

Dynamic OCM strategy: Based on the feedback received, the One Washington Transformation team will review and refine applicable aspects of the OCM strategy and plan to ensure that stakeholders are receiving the information they need at all phases of the Program.

4.3.12 *Success*

From an OCM perspective, the following are considered successful outcomes of the One Washington communication strategy (and subsequent integrated communications plan):

- A coordinated, cohesive and structured communications plan focusing on consistent, relevant, timely and helpful information.
- Communication roles and responsibilities that are socialized, understood and adhered to.
- Communication risks/issues are managed appropriately.
- Stakeholders who feel satisfied with the amount and quality of information they receive as measured and reflected in survey feedback.
- The buy-in and sustained commitment of stakeholders to the change, ultimately resulting in operational readiness and positive business outcomes.

4.4 *Communication Plan*

A comprehensive One Washington communication plan will help the Program effectively communicate and engage with appropriate stakeholders. The One Washington communication plan tracks and provides a structure for each communication that will occur during the Program.

4.4.1 *Communication Plan Template*

The One Washington communication plan is a spreadsheet that includes the following:

- Key message(s) – topics or types of communications needed to answer the questions “why, how, who, where and when”
- Sender of message – who will be issuing the communication
- Receivers of message – the audience/stakeholder group to whom the communication is targeted
- Communication vehicle (channel) – how the communications will be delivered

- Delivery timeframe – the communication draft start date and the communication release due date
- Reviewers and approvers – Individuals who are part of communication review processes
- Status of communication – Production stage of the communication

A baseline communication plan has been created in conjunction with the OCM strategy. It includes early communication opportunities for the One Washington Transformation Lead to execute. Additional planning and documentation will be performed during each implementation phase to perfect communications.

4.4.2 *Communication Plan Stakeholders*

When major changes are made to the One Washington communication plan regarding timeline and content of communication, the following stakeholders will be informed:

- One Washington Executive Sponsor
- One Washington Executive Steering Committee
- One Washington Program Director
- One Washington Transformation Advisory Committees
- One Washington Transformation Network
- One Washington Communications Council
- One Washington teams (as appropriate)

4.4.3 *Communication Plan Dependencies*

If changes are made to the communication plan, the following plans would need to be reviewed for necessary updates and vice versa:

- Stakeholder Analysis
- Training Plan
- Business User Readiness Plan

4.4.4 *Communication Plan Management*

The One Washington communication plan will be monitored and updated on a weekly basis to make any changes or updates that are required based on stakeholder feedback, requirements and Program progress.

These updates may include:

- Adjustments to communication senders
- Revised timeframes for One Washington communications
- Different tone or expanded content for the message
- Additional One Washington stakeholder groups
- New communication vehicles that simplify or facilitate future communications

5 Training

Training strategies and plans will be developed for each of the implementation phases and the Finance and Procurement waves. At a minimum, the training strategy will include:

- Statement of training requirements in the respective competitive procurements.
- Acknowledgement of the specific learning needs of each stakeholder group (e.g. remote areas in the state, unique agency facilities, parks/fish and wildlife seasonal resources, etc.).
- SaaS product-driven training using user-specific stories and state of Washington process scenarios for the Finance and Procurement implementations.

- Training for core business capabilities, such as accounting, as well as technical training in tools, standards, technology and data.
- Training for end users on the usage of the BI tool including dashboards, queries and report generation.
- Diverse delivery methods based on audience and content needs to build knowledge over time, including accessible formats.
- Learner completion statistics and assessment metrics to drive accountability and gauge learning retention.

The following are initial strategies and considerations within the One Washington Training Program.

5.1 Training Requirements for Competitive Procurement cycles

Requirements for training and performance support (performance support includes job aids, reference guides, online help functions, etc.) for each component of a proposed solution should be included in the respective competitive procurement processes. Accessibility should be a requirement. This will help to determine maturity, completeness and scalability of the offering. The absence of a solution that meets the state’s needs for training and performance support will in turn drive the need for a larger One Washington training development and delivery work team. It would also prompt the need to leverage other training development tools for delivery of the training curriculum.

5.2 Training Approach

The key objective of training is to educate and equip a user with the skills and knowledge to perform their work using the new system and business processes. While traditional training delivery methods such as instructor led training are effective in imparting deep skill-sets to end users, it will not be an efficient way to conduct sustainable training over the One Washington multi-year timeframe. Due to a diverse and distributed stakeholder community, expanding methods to include a mix of different learning and training approaches is recommended, including eLearning, self-serve and train-the-trainer methodologies. Accessible formats should be included.

To achieve this outcome, a list of considerations has been identified. Table 6 below lists these considerations and the areas where they are applicable:

Table 6: Training Approach Considerations

Areas	Considerations
Pre-Training Preparation	<ul style="list-style-type: none"> ▪ Generating interest and awareness of training content via engaging pre-training communications (such as promotional videos). ▪ The target training audience, especially those requiring direct interactions with the system, should feel the ‘need’ for training.
Training Delivery Mechanisms	<ul style="list-style-type: none"> ▪ Matching training delivery mechanisms to the training needs of different target groups. Training audiences in remote locations will require different training delivery mechanisms than those in metro areas.
Design of Training Course	<ul style="list-style-type: none"> ▪ Acknowledging the learning needs of users and incorporating them into the design and delivery of the course, e.g., focusing on practical business application, ensuring clarity of learning outcomes, etc. ▪ ‘Teach them to fish’ – training courses should encourage users to seek information independently at the point of need. This is especially true for SaaS systems, which readily provide information for the end user in a user-friendly, self-service format.

Areas	Considerations
Delivery of Training Course	<ul style="list-style-type: none"> Trainers must be well-equipped with business skills and system knowledge to impart knowledge and to facilitate instruction. This includes trainers and train-the-trainers. Application simulations baked into the training environment allow hands-on practice to promote a positive learning experience for users. Simulations will be important for the Finance and Procurement (which will be SaaS) learning experience.
Availability of Performance Support Tools	<ul style="list-style-type: none"> Performance support tools (i.e., application simulations, reference guides and job aids) should be available online at point of need. This reduces reliance on personal assistance and provides consistent guidance regardless of personnel turnover.

5.2.1 SaaS Training Considerations

SaaS training for the implementation of the integrated Finance/ Procurement and BI system will be most effective delivered as a blended learning approach. This approach includes instructor led training (for complex content), online learning with application simulations, and next generation techniques such as webcasts, knowledge wikis and mobile (for accessing training via a device), as depicted in Figure 9 below.

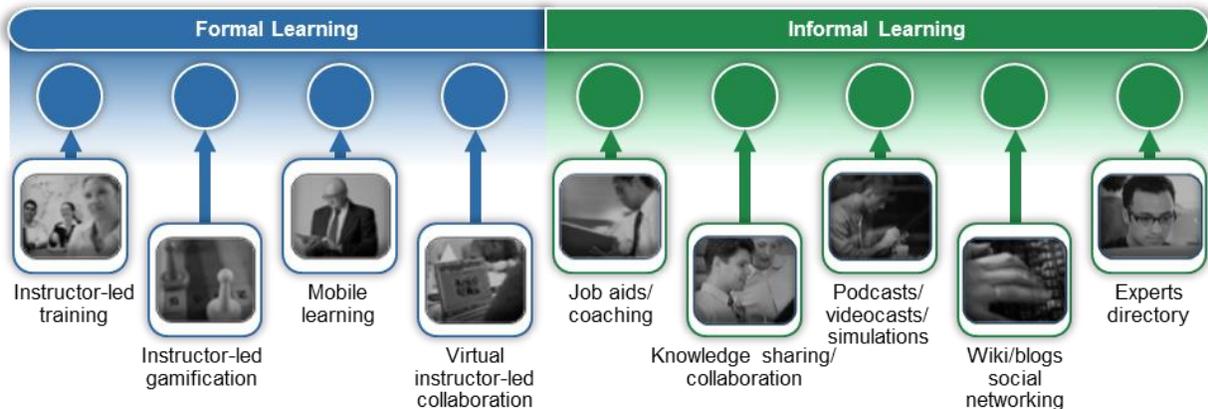


Figure 9: Blended Learning Approach for SaaS.

5.3 Training Development

Training development is a responsibility of the One Washington program. The team will create training through design, development and delivery. In addition, the decision on which platform to develop the new ERP training will be contingent on the solution chosen during each competitive procurement cycle (see [section 5.1](#)). Consideration for new generation training tools that can be used to deliver short and effective training modules with application (system) simulations will be explored.

5.4 Training Environment and Training Spaces

It is anticipated that a training environment will be created by replicating the User Acceptance Test (UAT) environment, allowing users to practice using the system at their own pace and outside of planned training sessions. A set of training IDs and passwords will be provided. Passwords can be used to access the training environment both before and after go-live. In some instances, the state training lead will need to be certified in the SaaS products in order to set up the training environment; therefore, once the solution has been chosen, the state training lead will be sent to the relevant SaaS certification program.

Dedicated training spaces with equipment will be sourced for the Program. The Jefferson St. Building in Olympia is a potential site for One Washington central training. In addition, an inventory of training spaces at agencies will be developed for potential future use.

5.5 Learning Management System (LMS)

A conversation with the DES Deputy Director during the October-November 2017 stakeholder interview cycle determined that there is no scalability of the state's current LMS to effectively manage and sustain the lifetime of the One Washington program. One Washington will coordinate with DES and with stakeholders on their business needs and devise a strategic interim solution. This interim bridge should focus on getting agencies to work from a common set of processes and not be over customized.

5.6 Training Delivery

As mentioned in [section 5.2](#), a blended approach for training and performance support delivery is recommended for ERP/BI implementations (including SaaS).

5.6.1 On-Premises/Best-of-Breed/SaaS Training Delivery

On-premises/best-of-breed/SaaS products usually provide an application simulation tool. By effectively utilizing the application simulation tool, training delivery becomes more efficient, robust, repeatable, cost-effective and consistent. Application simulations allow user interaction within pre-defined procedures without having to connect to a training environment. An application simulation tool would record these transactions and store them as application simulation files (these files are also referred to as application simulations). Users can learn how to perform transactions in the system by first viewing a demonstration and then by performing the same transaction themselves.

The benefits of using application simulations (as depicted in Figure 10 below) are:

- Increased mobility of the training delivery method as the training location does not need to have connections to the training server.
- Enablement of users to practice and learn at their own pace, on their own device within the application simulations and outside of planned training course times.
- Assurance of consistent quality and contents regardless of when or where the training is conducted or accessed.

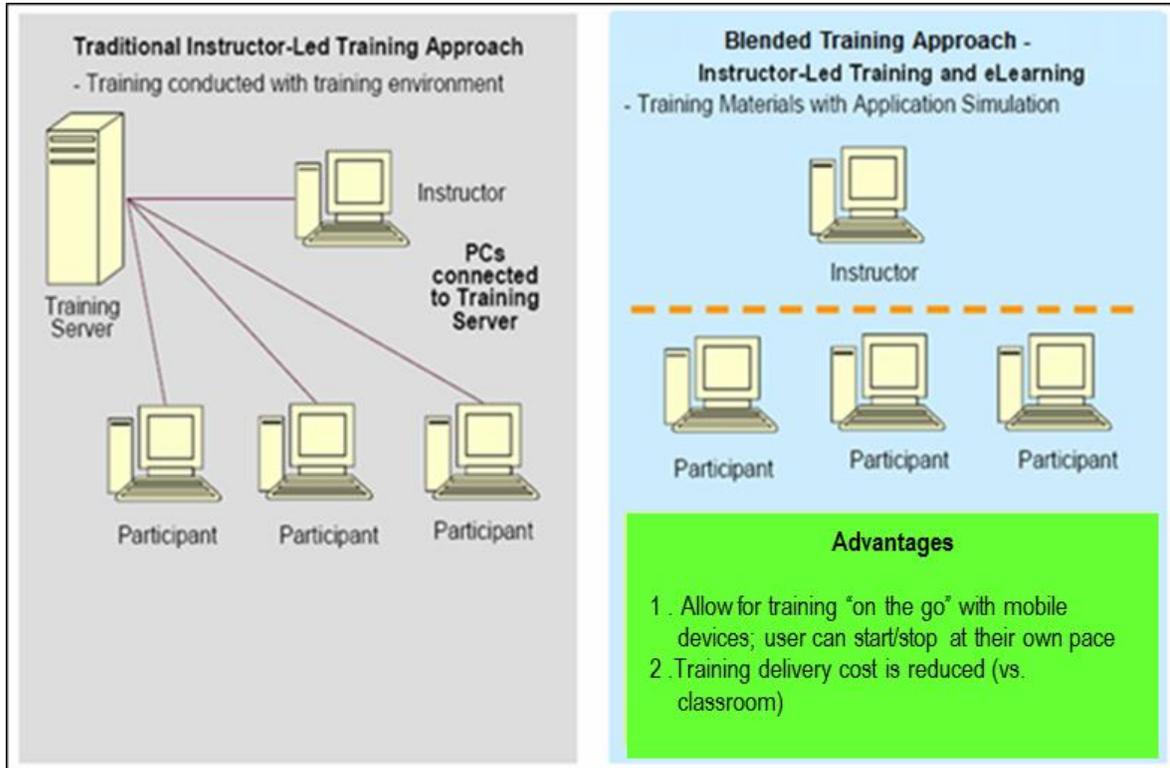


Figure 10: Traditional ILT vs. Blended Training Approach.

5.7 High-Level Timelines

Specific training strategies and plans for each of the implementation phases will be developed within the timeline for that change initiative. For initial awareness and understanding, and for expectation setting purposes, Figure 11 represents a high-level concept (for discussion purposes only) of the training timeline.

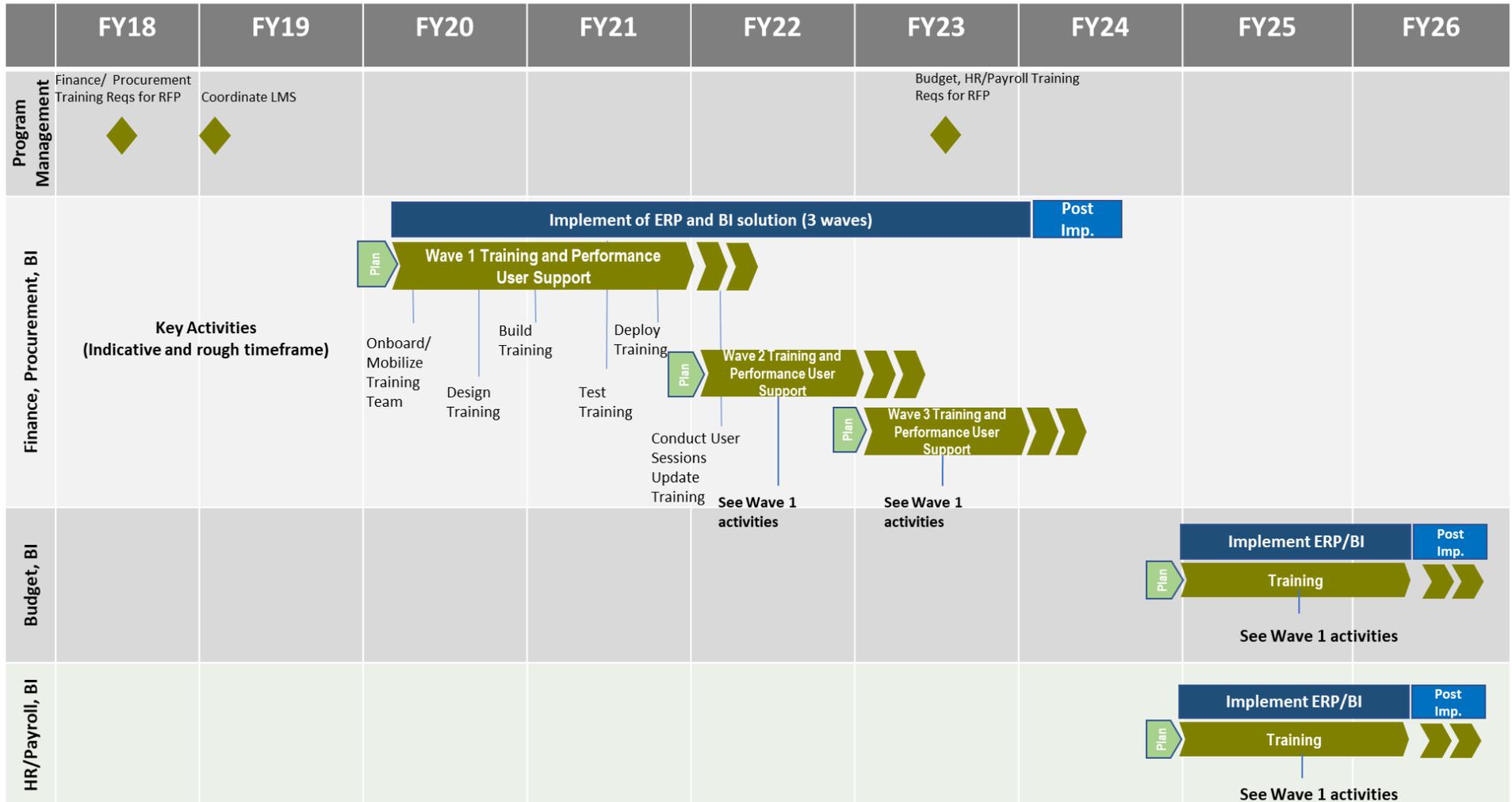


Figure 11: High-Level Conceptual of the Training Timeline.

6 Business User Engagement and Readiness

A fundamental component of the One Washington Transformation program will be the focus on business user engagement and readiness.

6.1 Approach

For One Washington, this means:

- Defining a change structure with an aim to have well-defined and validated ownership and commitment from stakeholders
- Establishing and launching the Transformation Advisory Committees and a Transformation Network with roles and responsibilities for members (see Table 5)
- Tracking stakeholder readiness for each implementation phase

“At some point, we have to do the change [management] and change how we do business; the key is involvement.”

-Agency Comptroller

6.2 Governance

The One Washington program has established a Program governance structure. This includes an Executive Steering Committee along with the following functional advisory committees: Finance, Procurement, Budget, HR/Payroll, Technical, Transformation and Data Governance (including BI). This structure will serve to capture, review, prioritize and schedule user requirements once the respective solutions have been implemented. While governance is a central program management activity for One Washington, the Program Transformation work team will need to support the governance structure by serving as active and pro-active communicators of governance topics and governance process to stakeholders.

6.3 Transformation Advisory Committees

Transformation Advisory Committees will work and collaborate with the One Washington Transformation team and provide advice regarding planned Program OCM activities.

Development: The members of the Transformation Advisory Committees should be comprised of strong change leaders who are identified from a broad spectrum of stakeholder entities like DOT, DOL, DES and WaTech. Once chartered and launched, the Transformation Advisory Committees should meet regularly before the Finance and Procurement phase. The cadence will be flexible to reflect the activity of the One Washington program. In addition, members serving on the committee should have completed all the recommended change leadership learning in [section 3.1.2](#), as well as other training that would enable them to serve their role as a transformation advisor.

6.4 Transformation Network

The Transformation Network will be comprised of key stakeholder groups whose members are at various organizational levels and spread across stakeholder entities. The purpose of the Transformation Network is to help prepare enterprise stakeholders by:

- Creating awareness of the change
- Encouraging commitment to the change
- Providing advice
- Supporting a smooth and effective transformation

Once officially implemented, the OCM strategy contemplates the Transformation Network meeting monthly with supplemental communications, e.g. a weekly news blast. The network may meet more frequently as a go-live date approaches. Time commitment will be dependent on the implementation phase: less time per week at the beginning of the implementation, more during training, go-live and stabilization. Figure 12 below provides an illustrative view of the commitment required.

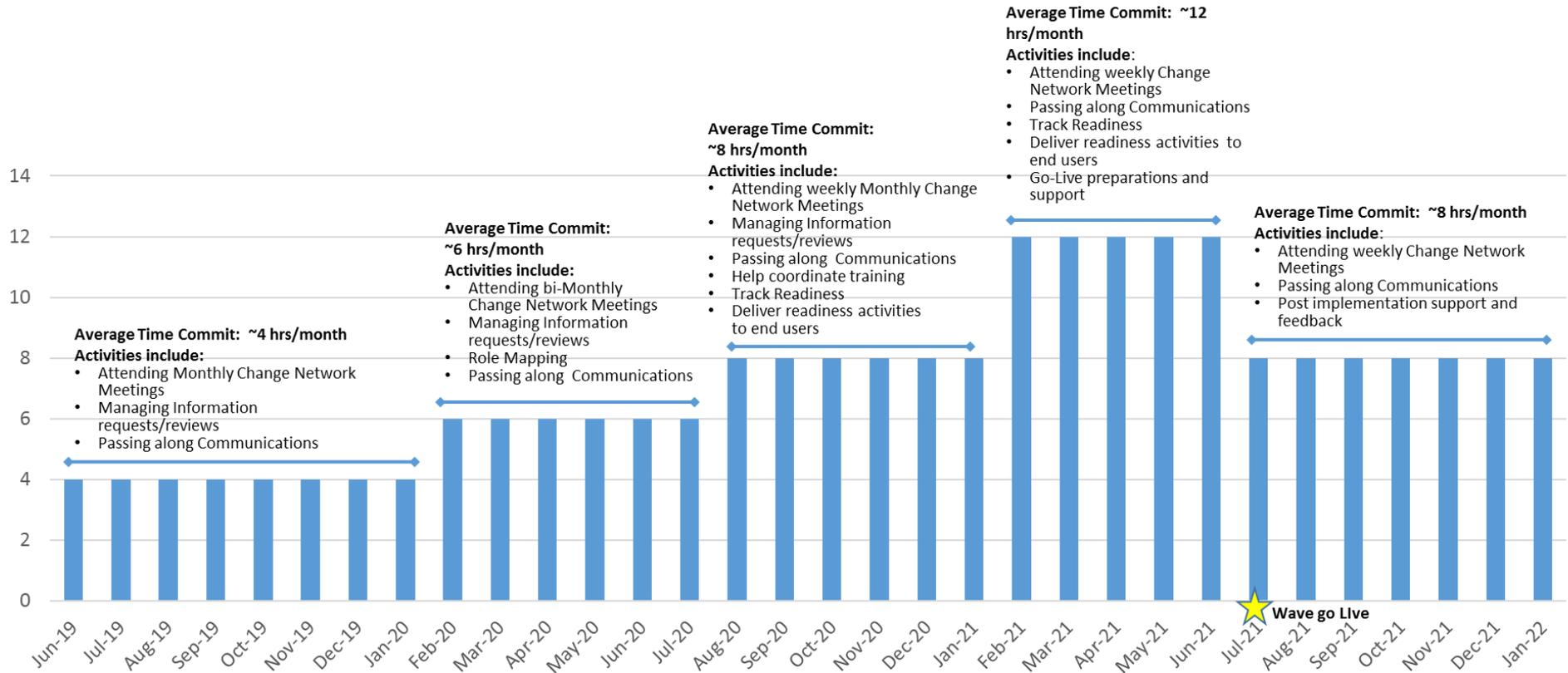


Figure 12: Average Transformation Agent Time Commitment (e.g. Wave 1).

6.5 Invite Vendors to Show Solution Capabilities (Market Research and Demos)

One Washington conducted market research early to include solution demos and discussion of how business capabilities are gathered for the state's ERP phase implementations. The demos for Finance and Procurement (SaaS) were held the spring of 2018. This exposure to SaaS and system capabilities helped create enterprise understanding of SaaS for Finance and Procurement. This process also fostered support for competitive procurement processes and created early awareness and excitement for the solution. Agency functional stakeholders and a broader invitation looped in diverse business users for the activity. Those who were able to participate were surveyed for reactions and feedback.

6.6 Business User Readiness

Business user readiness is the activity that tracks agency/department readiness to transition to the new solution and processes. It builds off the change effect assessment and defines the characteristics that will be assessed to determine business readiness at go-live. A readiness tracker with a list of metrics associated with the change phase will be used to measure outcomes of the OCM effort. It is an expectation that the Transformation Network will support business readiness activities and assist the Transformation team in compiling readiness information for their respective entities. A sample of a readiness tracker is found in [Appendix 9.6](#).

6.7 Measurement of OCM Success

Measurement of success is vital to the goals of OCM. With measurement data, the OCM activities needed to address challenge areas to progress on the change commitment curve can be identified and implemented. Measurement during the One Washington program will provide the answer to the key question *"Is the One Washington program on track to enable stakeholders to do their work in the future state?"* Measurement of OCM success is a core business user readiness activity for One Washington. The following sections explore measurement for success at a high level and are provided here for discussion purposes only. Final decisions for the measurement of success, the approach, tools and timing will be determined prior to the kick-off of the Finance and Procurement phase.

6.7.1 Objectives

The objectives of measuring for success for are twofold:

1. Assessment: Determine if the current implementation phase and stakeholders are aligning with the changes that will result from the implementation; then track and report out the stakeholder progress along the change curve.
2. Decision making: Use the factual data gathered from stakeholders and workstream activities, e.g. surveys, to inform key decisions throughout each phase's OCM activities.

6.7.2 Benefits

The benefits of measurement for success include:

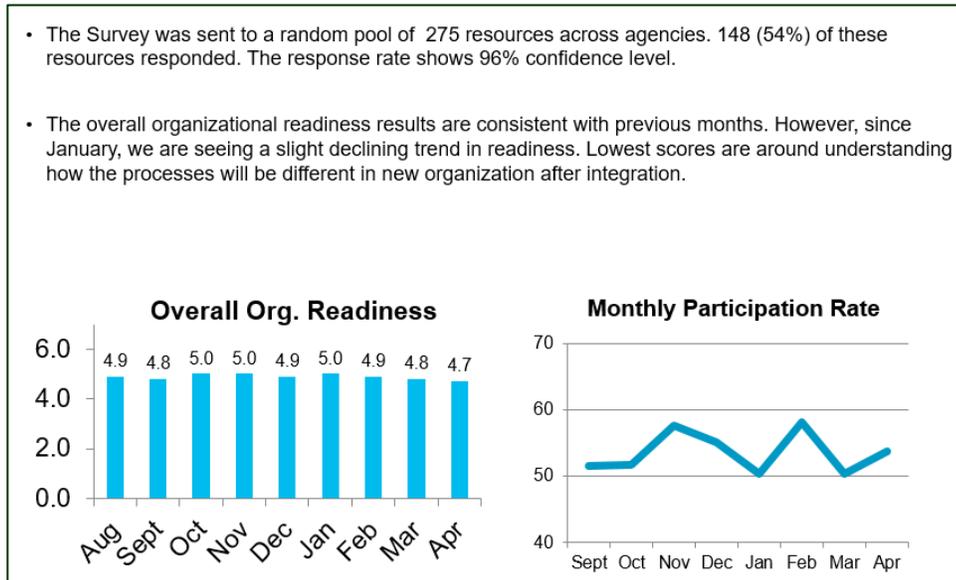
- Understanding stakeholder position on the change commitment curve
- Early and timely identification of key OCM issues and challenge areas for action
- Informing and guiding the calibration of the components of the OCM strategy
- Providing a data driven measure of business user readiness

6.7.3 Measurement Tool

A potential measurement tool is Accenture's Change Measurement Workbench, an analytics tool designed to collect data throughout the lifecycle of a project or program. However, there are other survey tools.

6.7.4 Measurement Report

Once a measurement cycle is completed, a report will be prepared and shared with the appropriate teams, leaders and the Transformation Network. Figure 13 below provides an illustrative sample of a measurement cycle report developed with the change measurement workbench referenced in 6.7.3, which uses the change model (see section 2.5) quadrants as the basis for measurement:



The following is the overall assessment for the month of April:

- The random pool of resources moderately agree they are ready for change with an overall change readiness score of 4.8
 - **Navigation** – The pool scores lowest in this area
 - The lowest score of the survey is around how the new system and processes differ from today's
 - Transformation team to investigate how to address this in communications
 - **Leadership** – The score of 5.2 has stayed rather consistent over the survey's course. The lowest score was around Leadership consistently communicates strategic priorities.
 - **Ownership** – The participants are cautiously optimistic about the changes the Program will bring to the organization, but want more information communicated
 - We are concerned about the cascading of information in certain departments
 - **Enablement** - With an enablement score of 4.6, participants felt concern in this area
 - The enablement score stayed consistent with the previous months. The WSDOT participants made up 1.6% of the survey pool and showed lower results in this area. As we into stabilization, we expect these scores to increase.

Figure 13: Illustrative Sample of Measurement Survey Results.

7 One Washington Transformation Team

For the One Washington change journey to achieve successful and sustainable change, One Washington and its Strategic Partner will resource and launch a Transformation team that will collaboratively drive OCM for the Program. This type of team approach is known as “two in the box.”

The 2014 Business Case recommended 18% of total Program labor fees be dedicated to OCM. This allotment of resources, coupled with the two in the box approach, facilitates proper support of OCM activities. It also creates opportunity for knowledge transfer from our Strategic Partner to the state, which is essential to sustain success of the OCM effort.

To this approach and resource allotment, we contemplate that:

- Program staffing remains solution-flexible.
- For Finance, Procurement and BI (SaaS), members of the One Washington Transformation team will be imbedded with the solution development team. The purpose is to facilitate collaboration and allow the change team to acquire the knowledge necessary to understand and address change impacts.

The proposed structure of the Transformation work team is reflected below in Figure 15. It should be noted that the Transformation Lead is peer to the other One Washington leads.



Figure 15: Proposed One Washington Transformation Team.

7.1 Roles and Responsibilities

A high-level summary of the proposed One Washington Transformation team roles and responsibilities are outlined in Table 7 below:

Table 7: One Washington Transformation Team Roles and Responsibilities.

Role	Responsibilities
Transformation Lead	<p>The Transformation Lead is responsible for facilitating change for the Program, which includes business transformation and end user adoption of the new Financial, Procurement, Budget, HR/Payroll and BI processes and systems within identified stakeholder communities (internal and external, as applicable). This will be accomplished through stakeholder engagement, communications, training and business user readiness. Key responsibilities include:</p> <ul style="list-style-type: none"> ▪ Makes decisions about the Program’s change approach and plans ▪ Approves change deliverables and facilitates execution of the plans ▪ Influences agency functional leaders and sponsors to support and communicate the change throughout the organizations which comprise the state enterprise ▪ Defines training strategies and plans, and ensures that users are ready to adopt new business processes and systems upon deployment ▪ Ensures that change activities are sustainable and refreshed as the business processes and systems are updated during roll out of new functionality
Stakeholder Engagement Lead	<p>The Stakeholder Engagement Lead is responsible for all communication and Program outreach to facilitate business transformation and end user adoption of the new state Financial, Procurement, Budget, HR/Payroll and BI processes and systems within identified stakeholder communities (internal and external, as applicable). Key responsibilities include:</p> <ul style="list-style-type: none"> ▪ Defines communication strategies and plans, with a right balance of written and visual communications, and face to face engagements ▪ Oversees communication and engagement activities and products ▪ Ensures that communications are executed as per the communications plan, and updates the communication strategy and plan based on feedback received from stakeholder surveys and feedback ▪ Coordinates with entity-level communications points of contact through the cadence of Communications Council meetings ▪ Co-Leads activities and engagement with the Transformation Advisory Committees and the Transformation Network <p>Oversees stakeholder engagement teams</p>

Role	Responsibilities
Stakeholder Engagement Consultant	<p>The Stakeholder Engagement Consultant is responsible to produce communication and stakeholder management related activities for business transformation and end user adoption of the new state Financial, Procurement, Budget, HR/Payroll and BI processes and systems within identified stakeholder communities (internal and external, as applicable). Key responsibilities include:</p> <ul style="list-style-type: none"> ▪ Understands and supports analytical or planning activities for the communications approach and execution, and supports other activities such as: change effect assessment and Transformation Network approach ▪ Learns the scope and basics of new systems to communicate key messages necessary to move stakeholders along the change commitment curve ▪ Designs and prepares templates for communication materials and presentations ▪ Follows the work plan, meets all deadlines and quality measures to draft and refine communications materials and presentations ▪ Connects with stakeholder entity-level communications points of contact as needed
Training Lead	<p>The Training Lead is responsible for end user adoption of the new state Financial, Procurement, Budget, HR/Payroll and BI processes and systems within identified stakeholder communities (internal and external, as applicable) through training and performance support. Key responsibilities include:</p> <ul style="list-style-type: none"> ▪ Defines training strategies and plans, and ensures that users are ready and willing to adopt new processes and system(s) upon deployment ▪ Oversees training and knowledge work products produced by training work teams ▪ Ensures that training is executed; tracks training development progress, measures and reports out on learner completion metrics ▪ Oversees training work team
Training Developers	<p>Training Developers are responsible to support all training related activities to assist in enabling stakeholder communities (including internal and external, as applicable) to use new processes and systems to perform their work in the state’s new enterprise business environment. Key responsibilities include:</p> <ul style="list-style-type: none"> ▪ Understand and support any analytical or planning activities such as: training needs analysis or curriculum design ▪ Learn the new processes and system(s), and the detailed decisions and use cases from the stakeholder perspectives ▪ Design and prepare templates for training materials ▪ Follow the training work plan, meet all deadlines and quality measures to draft and refine training materials. ▪ Design supporting materials for training delivery ▪ Assist in all training delivery preparations, which may include: event planning, program planning, logistics planning ▪ Execute any instructor led training

Role	Responsibilities
<p>Knowledge Consultant</p>	<p>The Knowledge Consultant is a member of the training work team and is responsible for creating, maintaining and updating content to enable stakeholder adoption of the new state Financial, Procurement, Budget, HR/Payroll and BI processes and systems. Key responsibilities include:</p> <ul style="list-style-type: none"> ▪ Creates, updates and maintains content for the One Washington Website ▪ Creates, updates and maintains FAQs ▪ Creates, updates and maintains the One Washington Wiki (or agreed upon knowledge collaboration tool) with up to date content
<p>Business User Readiness Lead</p>	<p>The Business User Readiness Lead is responsible for business end user readiness to adopt new state Financial, Procurement, Budget, HR/Payroll and BI processes and systems within the identified stakeholder communities (internal and external, as applicable), through readiness activities and validated by measurements. Key responsibilities include:</p> <ul style="list-style-type: none"> ▪ Defines business user readiness strategies, plans and activities (including role mapping) ensuring that users are ready to use and adopt the new processes and system(s) upon deployment ▪ Co-leads the activities and engagement with the Transformation Advisory Committees and the Transformation Network ▪ Oversees business user readiness activities and work products produced by the Business User Readiness Consultant ▪ Oversees readiness progress and measurement activities
<p>Business User Readiness Consultant</p>	<p>The Business User Readiness Consultant is responsible to support all business user readiness activities. Key responsibilities include:</p> <ul style="list-style-type: none"> ▪ Understands and drives analytical or planning activities such as: change effect assessment (document) and role mapping ▪ Assists in determining the agendas and topics for the Transformation Advisory Committees and the Transformation Network ▪ Assists in facilitating and supporting the Transformation Advisory Committees and the Transformation Network ▪ Learns the scope and basics of the new processes and systems, and assists with defining key messages and training necessary to support user engagement and adoption ▪ Creates measurement of success activities ▪ Executes measurement of success activities and summarize findings ▪ Tracks and reports out on agency readiness measures and metrics

8 Closing Statement

This OCM strategy is a starting point for the One Washington program change journey and is a living, dynamic document. The strategy will be updated and further built out as continuing stakeholder analysis is performed, advice from the Transformation Advisory Committees is received, and feedback from the Transformation Network, program communications and stakeholder engagement is captured. At initial implementation, this strategy will serve as the main input for the creation of detailed OCM component plans.

9 Appendix

9.1 Agile Barriers and Challenges

As in previous years, respondents continued to increasingly cite organizational culture and a general resistance to change as their biggest barriers to further agile adoption. Concerns about organizational culture increased from 44% in 2014 to 55% in 2015, and concerns about a general resistance to change increased from 34% in 2014 to 42% in 2015.



*Respondents were able to make multiple selections.

Figure 16: Barriers to Further Agile Adoption.

9.2 Challenges Experienced Adopting and Scaling Agile

While the vast majority of respondents and their organizations have realized success from adopting agile practices, they recognize that there are challenges to scaling agile. The top two challenges cited were organizational culture at odds with agile values (63%), and lack of skills or experience with agile methods (47%).



Figure 17: Challenges Experienced Adopting & Scaling Agile.

9.3 Stakeholder Interviews October-November 2017

List of Agencies and Agency Representatives Interviewed, October-November 2017

Agency	Agency Size	Contact name	Title	ESC Member?
DRS	Small	Mark Feldhausen	Budget Director	N
Courts	Medium	Ramsey Radwan	Director	N
DEL	Medium	Heather Moss	Director	N
WDFW	Medium	Joe Stohr	Deputy Director	Y
ECY	Large	Polly Zehm	Deputy Director	N
LNI	Medium	Randi Warick	Deputy Director	N
WSP	Medium	Randy Drake	Assistant Chief	N
WaTech	Medium	Heidi Geathers	Chief Deputy Director	N
HCA	Large	Jody Costello	Chief Operations Officer	N
DES	Medium	Jeff Canaan	Deputy Director	N
DNR	Medium	Ted Sturdevant	Chief of Staff	N
DOC	Large	Jody Becker	Deputy Secretary	N
DOH	Large	Jessica Todorovich	Deputy Secretary	Y
DOL	Medium	Jeff DeVere	Deputy Director	N
DOT	Large	Mike North	Assistant Secretary	Y
DSHS	Large	Vann Smiley	Deputy Secretary	Y
ESD	Medium	Sandi Triggs	Assistant Commissioner/Chief Financial Officer	N
Lottery	Lottery	Jim Warick	Deputy Director	N
MIL	Medium	Dan Swisher	Chief Financial Officer	N
OWMBE	Small	Teresa Berntsen	Director	N

Agency	Agency Size	Contact name	Title	ESC Member?
Parks	Medium	Mike Sternback	Assistant Director	N
Veterans Affairs	Medium	Gary Condra	Deputy Director	N

9.4 Strategic Partner’s Change Model Compared to Prosci’s ADKAR

Prosci’s organizational change management process is built in three phases that a program or change manager can work through for the changes and initiatives they are supporting.

The Prosci process has three phases (Figure 18):

- Phase 1 - Preparing for Change
- Phase 2 - Managing Change
- Phase 3 - Reinforcing change

Our Strategic Partner’s change model speaks to managing change by:

- Taking action at a macro level (the organization) and a micro level (the individual)
- Placing emphasis on the different quadrants at the right time (enablement, leadership, navigation and ownership)

Managing all four of the Strategic Partner quadrants ensures commitment to the change and promotes an organization’s ability to sustain it. This complements Phase 3 of Prosci’s change management process which focuses on the organization’s ability to sustain change.

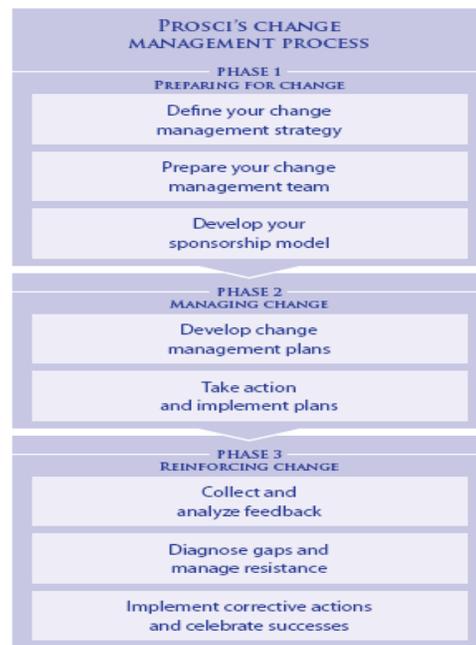


Figure 18: Prosci’s Change Management Process.

9.4.1 Prosci’s ADKAR with the Change Commitment Curve

The ADKAR model is Prosci’s individual change model for managing change one person at a time. It is designed to help diagnose barriers and resistance to change adoption among those impacted by change. The ADKAR model can be applied at all organizational levels and Prosci’s three phase approach ensures that consideration and planning is given to each of the quadrants.

Conversely, our Strategic Partner uses the change commitment curve to highlight the need for staged stakeholder movement from change awareness to commitment, while applying the right Strategic Partner change model quadrants (see Figure 3).

Prosci ADKAR Model	Change Commitment Curve (used by Strategic Partner)
<ul style="list-style-type: none"> ▪ Awareness of the business reasons for change. Awareness is the goal/outcome of early communications related to an organizational change. ▪ Desire to engage and participate in the change. Desire is the goal/outcome of sponsorship and resistance management. ▪ Knowledge about how to change. Knowledge is the goal/outcome of training and coaching. ▪ Ability to realize or implement the change at the required performance level. Ability is the goal/outcome of additional coaching, practice and time. ▪ Reinforcement to ensure change sticks. Reinforcement is the goal/outcome of adoption measurement, corrective action and recognition of successful change. <p>The goals and outcomes defined by ADKAR are sequential and cumulative, and must be achieved for effective and sustainable change to take place.</p>	<ul style="list-style-type: none"> ▪ Awareness: Has the knowledge of program scope, business case and need for change. Corresponds to Awareness in the ADKAR Model. ▪ Understanding: Comprehends role and expectations, specific impacts, program timeline, and outcomes. Partially corresponds to Desire in the ADKAR Model. ▪ Acceptance: Has the required knowledge and demonstrates support to achieve the goals of the Program. Partially corresponds to Desire and mostly corresponds to Knowledge in the ADKAR Model. ▪ Commitment: Turns ability into action and demonstrates new behaviors and performance. Corresponds to Ability and Reinforcement in the ADKAR Model.

9.5 Change Effect Assessment Sample

The sample below is a Change Effect Assessment for an Employee Stakeholder group, during an HR solution implementation.

Process	Change Effect	Degree of Effect	Process Frequency
Time Off (Request/Correct/View Time Off Balance)	<ul style="list-style-type: none"> • Needs to know how to use [new system name] in order to submit time off request, correction, cancellation and how to view time off balance Note: Impact will be high for one division 	High	Monthly
Perform Employee Data Changes (with Next Steps Approval or To Do)	<ul style="list-style-type: none"> • Needs to know how to navigate [new system name] to perform personal data changes and additional steps • Employees may need to submit documentation to DES; need to understand impact if documentation is not submitted 	Medium	As-Necessary (Infrequent)

Process	Change Effect	Degree of Effect	Process Frequency
Set Up/Edit Direct Deposit & Payment Elections	<ul style="list-style-type: none"> Needs to know how to use [new system name] to set-up or edit payment preference OR needs to know how to contact DES about this request 	Medium	As-Necessary (Infrequent)
Perform Employee Data Changes Without Next Steps	<ul style="list-style-type: none"> Needs to know how to update/change personal data through [new system name] 	Low	As-Necessary (Infrequent)
Employment/Wage Verification	<ul style="list-style-type: none"> Needs to be made aware of how they are to contact third party to request verification 	Low	As-Necessary (Frequent)
Request Non-Medical Leave of Absence (LOA)	<ul style="list-style-type: none"> Needs to submit LOA request via [new system name] Needs to be aware of the outside-of-the system activities that need to happen before an LOA request Needs to know how to request delegation change if employee is a HR generalist or manager 	Low	As-Necessary (Infrequent)

9.6 Business User Readiness Tracker Sample

Critical Path Item	Readiness Criteria	End Date	Risk	Mitigation/ Workaround/ Contingency	Business & Stakeholder Impact	Rating Criteria	7/15/YY Assessment	8/7/YY Assessment	8/28/YY Assessment	Comments/Corrective Actions	Status
Training											
LETS Training	5% of required training for user population is completed	8/29/14				Green = Key User Training Completion target met Yellow = Key User Training Completion target missed by less than 10% Red = Key User Training Completion target missed by 10% or more	Yellow	YELLOW		Population: all employees who use LETS for time entry Notes: Weekly need to have completed by the first week of October; monthly by the 3rd week of October; 3,844 resources are in the LETS population to be trained. Notes: We need folks to take these course as close to the go-live as possible. If we reach 5%, this tells us that training is available has been socialized 7/9: 3% (105 course completions); 7/16: 3% (131 course completions); 8/7: 4.5% (172 completions)	2-In Progress, On Schedule
Required training for OCFO staff	50% of required training for user population is completed	8/29/14				See Above	RED	YELLOW		OCFO Groups Tracked: Weighted Avg: 48.3% Procurement: 7.9% BSA: 100% OSPIP: 34% Conference Svcs: 50% Budget: 97% AP: 100% CA: 75% GA: 60.3% Payroll: 73.3% Travel: 95.2% Courses available by 8/29: PS 9.2 Nav, Data Conversion, F\$M 101, FDA, DOE Funding Process Overview, WFO Awards, P2C Overview, Funds & Spending Controls, DOE Direct Proposal, Process PO Invoices (eLearning & classroom)	2-In Progress, On Schedule
Required training for Deputies of Operations/ Business Managers	50% of required training for user population is completed	8/29/14				See Above	Yellow	RED		Population: 21 Courses available by 8/29: F\$M 101, FDA, P2C Overview, Funds & Spending Controls (eLearning) 7/15: 12.22% complete; 7/30: 14.29% complete	2-In Progress, On Schedule
Required training for Resource Analysts	80% of required training for user population is completed	8/29/14				See Above	RED	RED		Population: 58 Courses available by 8/29: PS 9.2 Nav, F\$M 101, Data Conversion, FDA, Funds & Spending Controls, DOE Funding Process Overview, Burdening Process Overview, DOE Direct Proposal, P2C Overview (eLearning & classroom) 8/1: 26.1% complete	2-In Progress, On Schedule
Operational Readiness											
User Readiness	1) All Divisions have signed-off on the Readiness Checklist 2) Deployment and Support Model / What to Expect at Go-Live Transition Sessions delivered	9/19/14		N/A		Yellow = Of Concern Red = Severely Behind Schedule - or 1 or more Success Criteria not met by End Date				Surveys, UAT sign-off	0-Not Started, On Schedule

Figure 18: Business User Readiness Tracker Sample

10 Key Terms/Glossary

2014 Business Case	The 2014 Business Case change management approach developed from the outcomes of the Organizational Readiness Assessment. Enterprise organizational readiness was evaluated as of May 5, 2014.
Accenture Change Model	This change model addresses the four key dimensions of the change journey: Navigating change, leading change, providing tools to enable change, and facilitating ownership of the change. See section 2.5 for more information.
Administrative systems of Washington	The applications and processes used to manage the state's Finances, Procurements, HR/Payroll, Budget and BI data/reporting.
Agile development	The practice of iterative software development, a main feature of which is frequent collaboration between the development team and business users who will use the developed products. Contrast to waterfall development.
Best-of-breed	Any item considered the best of its kind.
BI	Business Intelligence. Generally, refers to tools which are a type of application software designed to retrieve, analyze, transform and report data for business insight and decision making.
Business transformation	In context, business transformation envisions a strategically driven effort to improve the way in which the state of Washington conducts business across its enterprise and among the core business systems common to state government. The transformation is indicated due to aging business systems, and anticipated accessibility of real time data for executive decision makers, from these core systems.
Enterprise partners	State agencies, boards and commissions which interact with the state's core business and administrative systems.
ERP	Enterprise resource planning (ERP) is the integrated management of core business systems and processes with technology. One Washington envisions a suite of integrated applications, e.g. for Finance, Procurement, HR/Payroll, Budget and BI systems -- to collect, store and manage enterprise-level data from many business activities, in real time. For decision makers, an ERP provides a continuously updated view of core business resources common across state government, e.g. Cash, Purchase Orders, Payroll, General Ledger, etc.
Model office	Model office is a working prototype of a system which mimics the production environment as is practical and possible. Model office allows validation of the effectiveness and user-friendliness of a proposed solution. Participants are usually the staff who will ultimately be responsible for using the systems and processes once implementation is complete.
OCM	Organization change management. Refers to the concept of managing the people part of change. Change management ensures that the right resources and processes are in place so that an organization's employees effectively transition to the desired future state and at the planned pace.
One Washington	<u>One Washington</u> is a comprehensive business transformation program to modernize and improve aging administrative systems and related business processes that are common across state government.
On-premises	On-premises software is installed and run on computers in the building of the organization using the software, rather than at a remote facility or in the Cloud.
Organizational change management	See OCM.
Program	Reference to the <u>One Washington</u> program.

Program Blueprint	The overarching plan and principles for the Program. See the “Resources” section at the One Washington site for the current version of the Blueprint.
Prosci model	Prosci's organizational change management process is fashioned in three phases that a change manager can work within to support changes and initiatives being undertaken. The Prosci process has three phases: Phase 1 - Preparing for Change, Phase 2 - Managing Change, Phase 3 - Reinforcing change. Prosci supplements their model with ADKAR, which focuses on individual change -- managing change one person at a time. It is designed to help diagnose barriers and resistance to change adoption among those impacted by change.
RSS	This technology promotes ease of staying informed by retrieving the latest content from web sites of interest. Individuals save time by not needing to visit each web site individually. A feed reader or aggregator is required and usually available at no cost. With a feed reader selected, it is a matter of identifying web sites that publish content for distribution (syndication) and adding their RSS feed to one’s list of feeds.  Many sites display a small icon, sometimes with the acronym RSS, indicating that an update feed is available.
SaaS	Software as a Service is a licensing and application delivery model in which the product is usually licensed on a subscription basis and centrally hosted by the vendor. Pronounced like sass.
SME	Subject matter expert.
Stakeholder	A stakeholder is any internal/external person or group with significant involvement and/or interest in the outcome of the One Washington program. Stakeholders are the key to a strong and successful change program. Because of their importance, stakeholders are a focus throughout the OCM Strategy document.
UAT	User acceptance testing (UAT) is the final phase of software testing. During UAT, actual business end users apply business use cases to the software to verify that the application accurately handle required tasks as expected and according to specifications. UAT is a critical step that must occur before an application is rolled into service. Also known as beta testing, application testing, or end user testing
Unified/SaaS	This approach contemplates a single software product suite, as opposed to discrete products from more than one vendor.
Waterfall development	Waterfall describes an application development method that is linear and sequential, and there are distinct goals for each phase of development. Imagine a waterfall on the cliff of a mountain. Once the water has flowed over the edge of the cliff and begins stepping down the mountainside, it cannot turn back. This is waterfall application development. Once a phase of development is completed, the development proceeds to the next phase and there is generally no turning back. Contrast to Agile development.