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# **OAKS Change Management Plan**

**Prepared**

**for**

**The State of Ohio**

**OAKS Project**

**Prepared By**

**Accenture**

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## 1 1.0 Introduction

Comprehensive change management provides the mechanism to answer key questions and achieve the desired business outcomes. This attention to change must start well before implementation.

The purpose of this Change Management Plan is to define the overall change enablement strategy that will be implemented by the Change Management Team to assist the State of Ohio in transforming the way the state does business through the Ohio Administrative Knowledge System (OAKS). This Change Management Plan is designed to build upon the existing OAKS change management initiatives already underway.

Two key models provide the foundation for this plan:

1. The Change Curve
2. The Journey Management Framework

These two key models will be applied to the five key areas that are essential to the OAKS Change Management strategy:

1. Communications
2. Business Processing Reengineering
3. Training

4. Agency Readiness
5. Benefits Management

## **1.1 OAKS Change Plan Assumptions**

The OAKS Change Plan is based on assumptions associated with each of the five key change management areas.

### **1.1.1 Communications**

- Effective and consistent communication is fundamental to project success.
- Communications strategy, planning and management are the responsibility of the OAKS Change Management Team.
- Approved communications management procedures will govern all project communications.
- Project communications will be at a level consistent with the audience
- The project will utilize a variety of channels and resources to deliver communications
- Communications will be initiated on a timely basis
- Agency leadership will provide communication and change facilitation resources as part of an overall agency implementation team
- OAKS PMO will provide agency liaisons with access to a collaborative, electronic workspace.

### **1.1.2 Business Process Reengineering**

- Improving current business processes through redesign and reengineering efforts is fundamental to project success.
- Coordination and oversight of process improvement projects is the responsibility of the OAKS Change Management Team.
- OAKS business owners will make decisions about the processes to be improved, and related policy changes, consistent with process modeling plans and schedules.
- Agency leadership will provide process improvement and workforce transition resources as part of an overall agency implementation team.

### **1.1.3 Training**

- Providing role-based, just-in-time training to OAKS end users is fundamental to project success.
- Design, development and coordination of end user training and performance support are the responsibilities of the OAKS Change Management Team.
- All software required to develop and implement training will be procured and configured by the OAKS PMO in a timely manner, consistent with instructional design plans and schedules.
- Training environments will be configured and populated with the data needed to support training activities, consistent with instructional design plans and schedules.
- Agency leadership will provide training administration resources as part of an overall agency implementation team.
- Agencies will provide facilitators to participate in train-the-trainer programs and deliver OAKS end user training.



## 1.1.4 Agency Readiness

- Agency engagement and adoption of OAKS process and system changes is fundamental to project success.
- Execution of agency readiness metrics and processes is the responsibility of the OAKS Change Management Team.
- All OAKS PMO Teams will contribute to the identification of agency readiness metrics.
- Readiness status will be measured and reported at the agency level. Agency level readiness status will be used to calculate global organization readiness,

## 1.1.5 Benefits Management

- Consensus will be reached with OAKS project leadership, business owners and executive sponsors regarding which benefits should be tracked and measured.
- Agency level process improvement efforts may result in the restatement of potential savings of one or more benefits.
- Additional benefits may be identified and added to the benefits to be managed through this plan.
- Business owners will:
  - Identify specific benefit managers to be responsible for attaining benefits.
  - Determine the optimal number of benefit managers and the number of specific benefits each individual will be responsible for attaining.
  - Support benefit managers.
- Implementing some process improvements may involve ancillary costs. Such ancillary costs can be considered the price paid for change and will be factored into benefits management calculations.
- Appropriate PMO and agency staff will be available to assist in benefits identification, analysis and review techniques.

## 1.2 OAKS Change Plan Objectives

The OAKS Change Plan is based on objectives within the five key areas that, together, will address the needs and areas of change resulting from the OAKS project.

### 1.2.1 Communications

- Manage the flow of information in a timely, accurate and effective manner

### 1.2.2 Business Process Reengineering

- Assist agencies in reengineering core business processes to enable them to better leverage enterprise resource planning best practices

### 1.2.3 Training/Workforce Transition

- Enable OAKS end users to use OAKS, together with the related processes, policies, and procedures, to effectively carry out their day-to-day functions

- Prepare OAKS end users to understand their roles and responsibilities in relation to OAKS

#### 1.2.4 Agency Readiness

- Assess and measure the readiness of the organization for the changes, while providing key input to modify and redirect communications and sponsorship activities as needed

#### 1.2.5 Benefits Management

- Document the extent to which OAKS attains the benefits defined in the business case

### 1.3 Risk/Success Factors

Several risks have been identified which could have a significant impact on the successful development and implementation of the OAKS Change Plan. In order to realize the benefits of effective change management, the risks highlighted below will need to be managed. Corresponding success factors have been identified to assist in managing these risks.

Risk	Success Factor
<ul style="list-style-type: none"> <li>• Limited resources (time, personnel, facilities, equipment, internet bandwidth and access, and money)</li> <li>• Reengineering implications related to Ohio Revised Code (ORC), Ohio Administrative Code (OAC), agency policies and directives, existing collective bargaining agreements</li> </ul>	<ul style="list-style-type: none"> <li>• Active state executive involvement and sponsorship</li> </ul>
<ul style="list-style-type: none"> <li>• Key state executives changes</li> <li>• Dissemination of inconsistent or mixed messages</li> <li>• Impact to employee jobs and collective bargaining reaction</li> </ul>	<ul style="list-style-type: none"> <li>• Clear definition of key stakeholder expectations</li> </ul>
<ul style="list-style-type: none"> <li>• Dissemination of information that is not relevant to the intended audience, is not delivered in a timely manner, or is inaccurate</li> <li>• Variation in size, diversity, and circumstances of each agency impacted by OAKS</li> </ul>	<ul style="list-style-type: none"> <li>• Involvement of all levels of the workforce</li> </ul>
<ul style="list-style-type: none"> <li>• Resistance to change</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive set of change management activities</li> </ul>
<ul style="list-style-type: none"> <li>• Creating the demand for OAKS within agencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Well-defined milestones</li> </ul>

**Table 1- Change Management Risk/Success Factors**

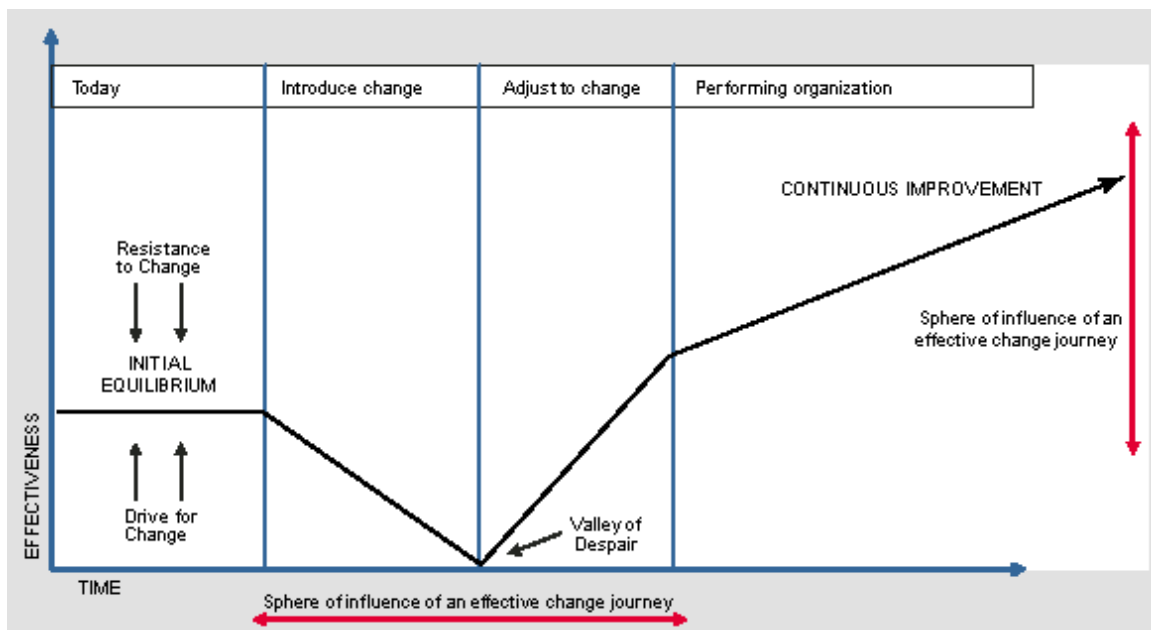


## 2 The Change Curve

Implementing OAKS is a major change for the State of Ohio. Change must be managed or navigated like a journey. In any journey, the ultimate goal is to reach the final destination. The path leading to this destination is not always straight or level and the OAKS implementation is no exception. This requires that intermediate camps be set up along the way, to assess the progress being achieved.

The first model, the Change Curve, illustrates the ultimate goals of the OAKS Change Management Team:

1. Minimize the depth and duration of any drop-off in performance during the OAKS implementation
2. Maximize the initial benefits of OAKS as well as benefits of ongoing improvements



**Figure 1 - The Change Curve**

The key to successfully navigating through the OAKS change process is to pay attention to the following points illustrated by the Change Curve:

- The introduction of a new capability often sees a drop in business and individual performance.

- Management of the change process determines how deep the state will dip into the “valley of despair.” For example, the dip in performance will be much greater for an agency that waits until the day OAKS goes live to begin preparing their users, than in an agency that began to communicate, update processes and train their users earlier in the implementation process.
- It is possible to minimize the time it takes to navigate through the change and return to productivity, but this requires a comprehensive change program.
- Successfully managing the change journey accelerates the delivery of business benefits and optimizes overall business performance.

Achieving these ultimate goals is influenced by many factors. The project team’s ability to minimize dips in performance will often be limited by drivers outside of the project, such as the state’s culture and overall business environment. Likewise, in striving to maximize project benefits, it is important to articulate the expected benefits and understand the factors that will limit achievement.

### 3 Journey Management Framework

#### 3.1 Journey Management Overview

Transforming the state requires a plan for managing change through the process and at all levels of the organization. This Change Management Plan will help the state consider the following different change elements along the way:

- Navigation and leadership help us to understand how well the change is being managed and led.
- Enablement and ownership help us to understand the support that is in place to make the change happen and how engaged state agencies are in accepting the change.

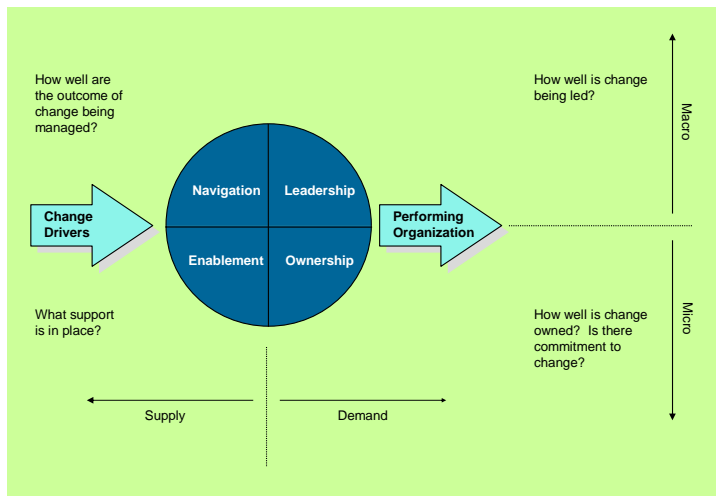
Navigating the change requires a balance of key activities that move the state from the vision, enable and prepare the team to take on new responsibilities, and then successfully own and execute against the vision.

#### 3.2 Journey Management Framework

Organizations that successfully implement fundamental change are the ones that can successfully do four things:

1. **Navigate** the transition from the current state to the desired one
2. **Lead** the change
3. **Enable** the organization to absorb change and perform in a new environment
4. Develop **ownership** and commitment for the change within its people.

The OAKS project will use the Journey Management Framework to provide the foundation for implementation efforts that are managed in a coordinated and coherent way. The framework addresses the four key components for successfully managing change.



### 3.2.1 Navigation

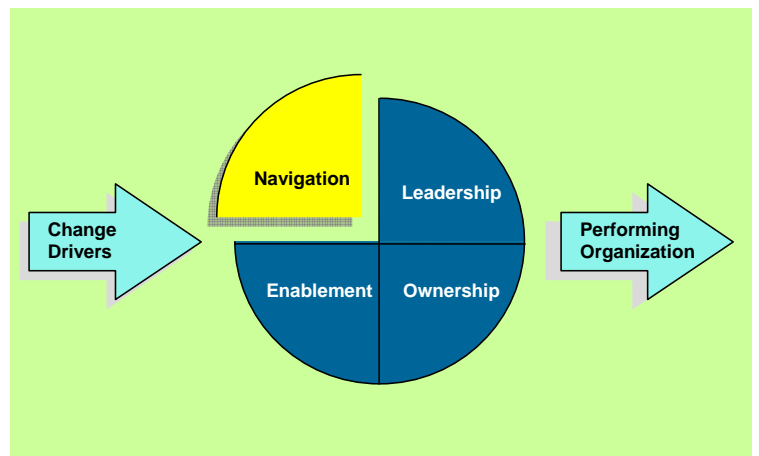
The navigation component requires OAKS leaders to create a plan for moving the current organization to the desired future state.

Key navigation **activities** include:

- Create and support effective project teams
- Coordinate/control pace and scope of transformation
- Facilitate integration of concurrent journey efforts
- Identify issues to manage risk of client investment
- Provide guidance using frameworks and methodologies

Specific OAKS **recommendations** include:

- Develop a program management infrastructure that includes articulation of the business case for change and development of a sponsorship and communication plan
- Manage requirements by defining scope boundaries and maintaining a consistent design
- Identify and mitigate risks; manage issues
- Develop and report against a project master plan and milestones



Specific OAKS **deliverables** include:

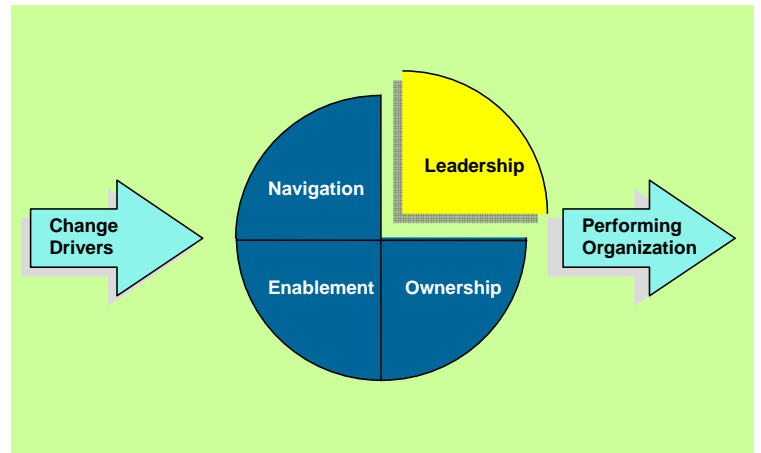
- #8 – Work Breakdown Structure (WBS)
- #9 – Work Plan
- #11 – Formal Training of OAKS PMO Staff

### 3.2.2 **Leadership**

The leadership component requires OAKS leaders to clarify and communicate the business drivers, key imperatives, and sense of urgency that support the OAKS project.

Key leadership **activities** include:

- Create shared vision and leadership agenda
- Communicate vision and agenda to market change initiatives
- Facilitate executive decision making for critical steps
- Maintain and support sponsors' focus on change efforts
- Manage the pains associated with change



Specific OAKS **recommendations** include:

- OAKS PMO leadership, business owners and executive sponsors will be the drivers creating the success of any change effort. They must communicate the vision, allow for opinions to be voiced, and lead the way by setting an example.
- Commit to and follow through on the OAKS project. Provide the needed resources, work areas, hardware, travel funding, etc.
- Coordinate, communicate and integrate all OAKS change initiatives; prioritize and communicate the integration of OAKS efforts.

Specific OAKS **deliverables** include:

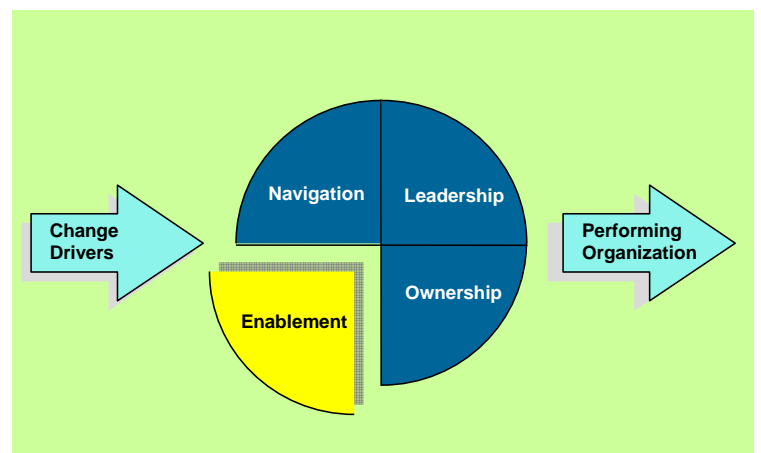
- Overall Communication and Sponsorship Strategy
- #2 – Agency Communication Programs (events)

### 3.2.3 **Enablement**

The enablement component requires the OAKS Project Management Office (PMO) to provide end users with the critical knowledge, skills, processes, and tools which enable users to succeed in the new environment.

Key enablement **activities** include:

- Design business processes and workflows
- Distribute communications





- Introduce users to new systems and tools
- Design and develop training and performance support mechanisms

Specific OAKS **recommendations** include:

- Establish training policies, procedures and effectiveness criteria
- Solicit feedback regarding communication, training and performance support efforts
- Take action or respond to feedback received, since no action is perceived by users as not being heard
- Honestly address the issue of job loss or changes. Throughout the change, communicate the effect on jobs to lessen the fears of those impacted by OAKS

Specific OAKS **deliverables** include:

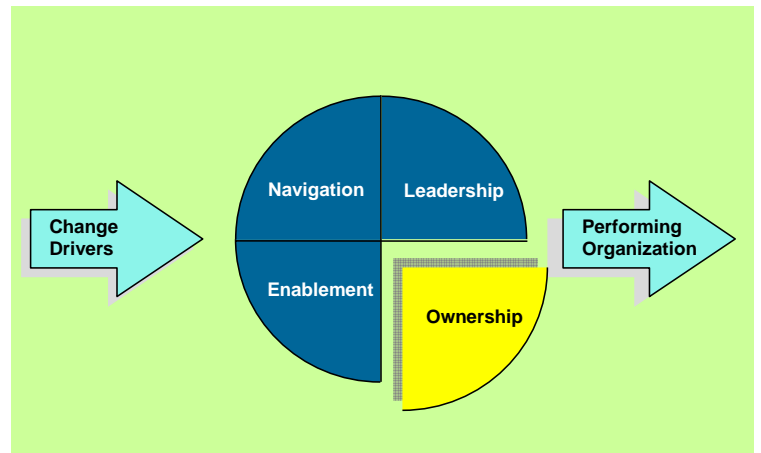
- #1 – Functional Training to Agency Implementation Teams
- #3 – Workforce Transition Methodology/Strategy Document
- #4 – Train-the-Trainer Programs
- #5 – Business Process Reengineering
- #6 – Benefits Reconciliation Report
- #7 – Agency Impact Summary
- #12 – End User Training Needs Assessment
- #22 – Curriculum Design Document
- #23 – Instructional Design Portfolio
- #34 – Content Drafts
- #35 – Finalized Drafts and Media Components
- #48 – Completed Courseware

### 3.2.4 Ownership

The ownership component requires OAKS leaders to coach and empower local resources to take action and make the change effort successful.

Typical ownership **activities** include:

- Assess change readiness
- Assess organizational culture
- Build agency participation and involvement
- Identify and empower agency experts
- Create communication cascade – communication from the top down
- Manage resistance through frequent and appropriate communication



Specific OAKS **recommendations** include:

- Assist individual agencies with interpreting change readiness survey results
- Conduct regular stakeholder surveys
- Continue to facilitate formation and development of Agency Implementation Teams (AITs)

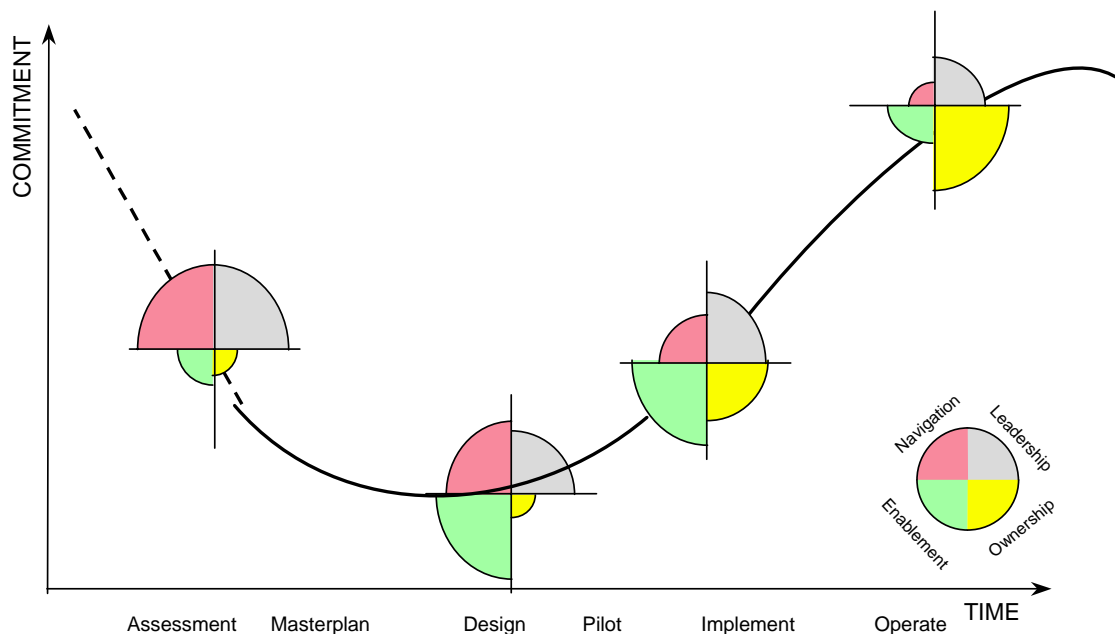
- Provide OAKS key messages and target distribution dates to AIT Communication Coordinators to facilitate timely and consistent dissemination across state agencies
- Conduct learner acceptance tests to solicit early user feedback and acceptance of OAKS training
- Define, communicate and implement all changed processes, systems, roles and responsibilities.
- Recognize outstanding performance and dedication to change projects to encourage others to get involved and to reward those who have already taken on additional responsibilities
- Consistently seek feedback and provided responses to employee questions and concerns throughout the OAKS project

Specific OAKS **deliverables** include:

- Overall Communication and Sponsorship Strategy
- #2 – Agency Communication Programs (surveys)
- #4 – Train-the-Trainer Programs
- #47 – User Acceptance Test
- #51 – System Implementation Readiness Review

### 3.3 Balancing Change Activities

To successfully realize the change, activities must occur in all four quadrants, but balanced over time. The following graph illustrates the relative emphasis that may be placed on each area during different stages of the journey. As you move through the change curve, the need for leadership and navigation changes over time. As the organization becomes more enabled, the ownership for the change grows.





**Figure 2 - Balancing Change Activities**

Successfully managing the four quadrants of navigation, leadership, enablement and ownership will lead to both acceptance of the initial implementation of change and the organization's ability to sustain and build upon that change. Balancing these quadrants of change will be the heart of the OAKS Change Management approach.

## 4 Realizing Change Management Objectives

As portrayed by the Journey Management Framework, change components can be segmented into four quadrants. The top two components, Navigation and Leadership, will address the change at the state or macro level. The bottom two components, Ownership and Enablement, will address the change at the individual or micro level. The left-hand side, Navigation and Enablement, provides the push or supply of change, while the right-hand side, Leadership and Ownership, creates the pull or demand for change.

All of these Journey Management Framework levels can be integrated to realize the OAKS Change Management objectives, as described below:

#	Objective	Journey Management Framework Component Addressed	Solution
1	Manage the flow of information in a timely, accurate and effective manner	<ul style="list-style-type: none"> <li>Navigation</li> <li>Leadership</li> <li>Ownership</li> </ul>	<ul style="list-style-type: none"> <li>Communications</li> <li>Sponsorship</li> </ul>
2	Enable OAKS end users to use PeopleSoft, together with the related processes, policies, and procedures, to effectively carry out their day-to-day functions	<ul style="list-style-type: none"> <li>Ownership</li> <li>Enablement</li> </ul>	<ul style="list-style-type: none"> <li>Training</li> </ul>
3	Prepare OAKS end users to understand their roles and responsibilities in relation to OAKS	<ul style="list-style-type: none"> <li>Navigation</li> <li>Ownership</li> </ul>	<ul style="list-style-type: none"> <li>Workforce Transition</li> </ul>
4	Assess and measure the readiness of the organization for the changes, while providing key input to modify and redirect communications and sponsorship activities as needed	<ul style="list-style-type: none"> <li>Leadership</li> <li>Ownership</li> <li>Enablement</li> </ul>	<ul style="list-style-type: none"> <li>Agency Readiness</li> <li>Business Process Reengineering</li> <li>Benefits Management</li> </ul>
5	Assist agencies in reengineering core business processes to enable them to better leverage enterprise resource planning best practices	<ul style="list-style-type: none"> <li>Enablement</li> </ul>	<ul style="list-style-type: none"> <li>Business Process Reengineering</li> </ul>
6	Document financial savings and intangible benefits related to OAKS implementations	<ul style="list-style-type: none"> <li>Ownership</li> </ul>	<ul style="list-style-type: none"> <li>Business Process Reengineering</li> <li>Benefits Management</li> </ul>

Insert new rows above:

**Table 2 - Realizing Change Management Objectives**

## 5 Change Management Approach Documents

To supplement this plan detailed approach documents will created, in collaboration with state members of the OAKS Change Management Team:

#	Approach Document	Description	Deliverable #	Status	Target Completion
1	Communication and Sponsorship Strategy	Describes how to create and communicate a shared vision and leadership agenda through effective sponsorship and communications planning.	Component of Deliverable #9 - Management	In progress; pending approval	August 2005
2	Training Approach	Describes the overall training philosophy for the OAKS project, including program objectives, training needs assessment, design, development, delivery, and evaluation activities.	n/a	To be developed in collaboration with state CM counterparts	September 2005
3	Agency Readiness Approach	Describes the objectives, structure and activities of the Agency Readiness program, including the Agency Relationship Manager (ARM) program.	n/a	To be developed in collaboration with state CM counterparts	August 2005
4	Workforce Transition Methodology/Strategy Document	Identifies a methodology and related strategies which state	Deliverable #3 – Workforce Transition Methodology/Strategy Document	In progress	October 2005



		agencies can apply to support transition initiatives, foster business continuity, and encourage positive labor relations.			
5	Business Process Reengineering Approach	Describes how OAKS BPR activities will guide the state's process reengineering efforts	Component of Deliverable 5 – Business Process Reengineering	In progress	October 2005
6	Benefits Reconciliation Report	Based on a review and validation of the current OAKS Benefits Management Plan, this report will map each benefit to system elements and describe how that element enables the benefit. The report will also identify any gaps between the expected benefits and system design.	Deliverable 6 – Benefits Reconciliation Report	Not Started	December 2005

**Table 3 - Change Management Approach Documents**

## 6 Conclusion

This Change Management Plan, along with the detailed approach documents, will provide the framework to assist the State of Ohio in navigating through the OAKS implementation change journey. Addressing the OAKS change components at both the state and individual levels will help the state to reach its ultimate destination of transforming the way the State of Ohio does business.

Success factors

Challenges:

Metrics:

Plan assumptions: