

One Washington Agency OCM Pool

June 2021



Agenda

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Overview of Agency Pools and Supplemental





Agency Pools and Supplemental

Agencies that require additional resources to complete Phase 1 readiness activities have the following options to request support:



Agency Organizational Change Mgmt.

Pool One Washington staff assigned to eligible agencies, with One Washington oversight, to focus on OCM activities in Phase 1a such as **communications and learning**.



One Washington Technology Pool

Provides funding to eligible agencies to **remediate approved legacy systems** required for the implementation of Workday Phase 1a.

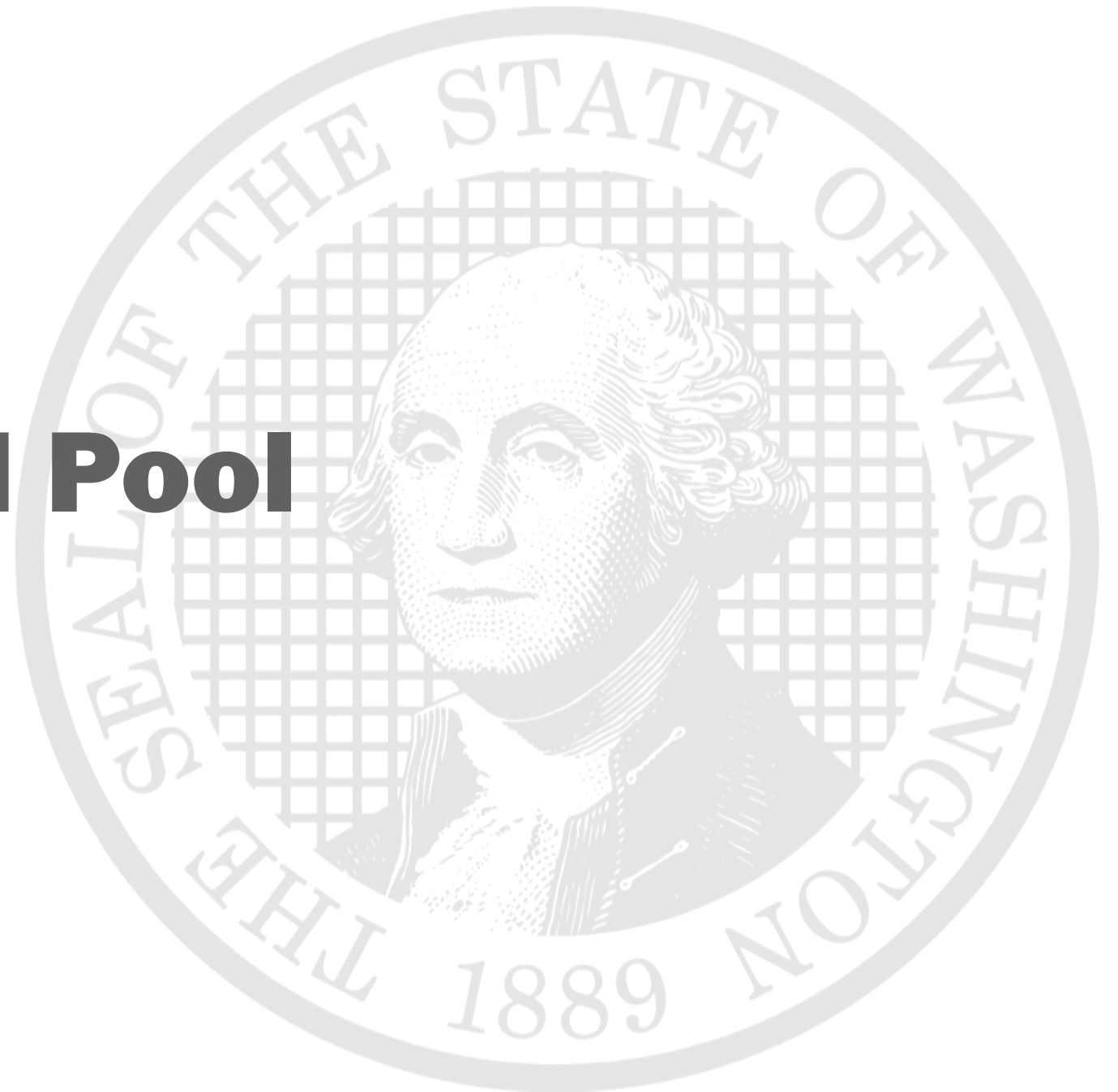


2022 Supplemental Budget Request

Eligible agencies with additional resource or technology needs for Phase 1b can submit a **supplemental budget request** to One Washington per the budget instructions released in June.

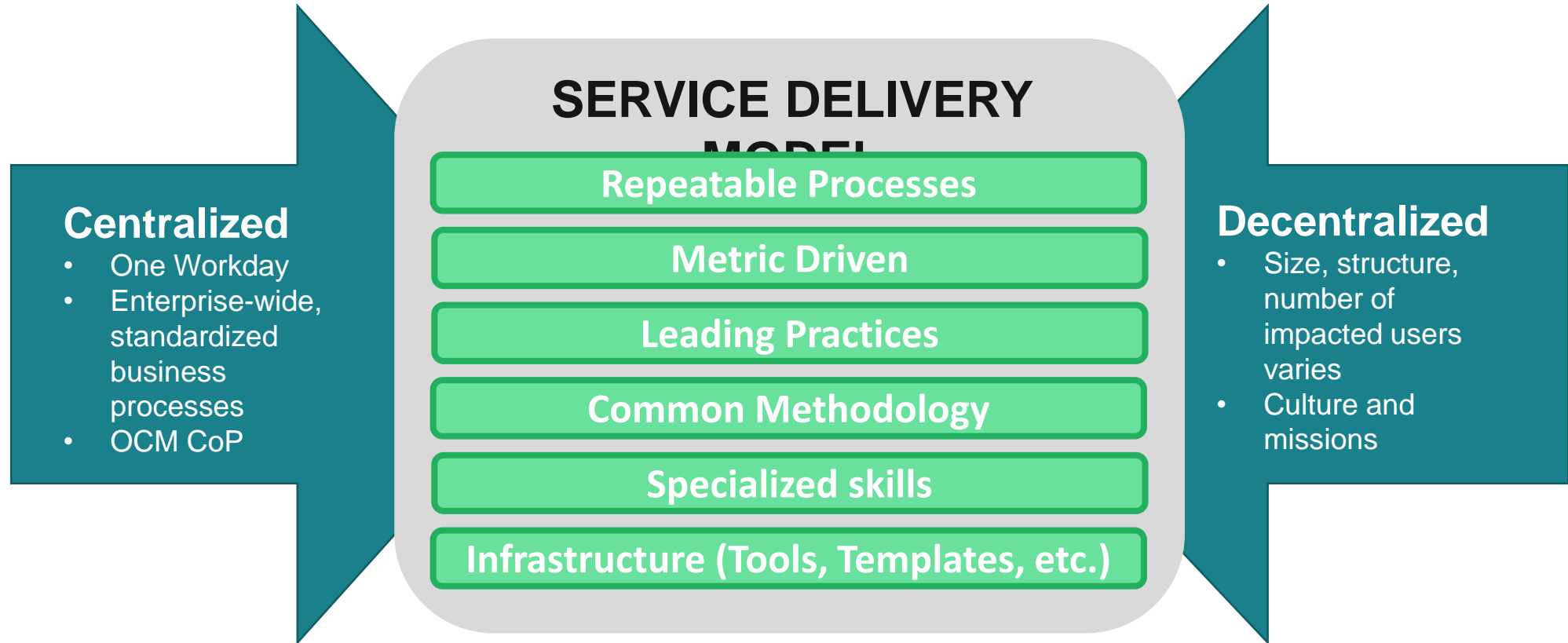
Only **select agencies are eligible to apply** for the funding pools based on degree of impact and other factors. Likewise, specific agencies are eligible to apply for a supplemental budget request. If your agency is eligible for the pools or the supplemental budget request, you should have received instructions on how to apply.

Agency OCM Pool Overview



One Washington as Your OCM Partner

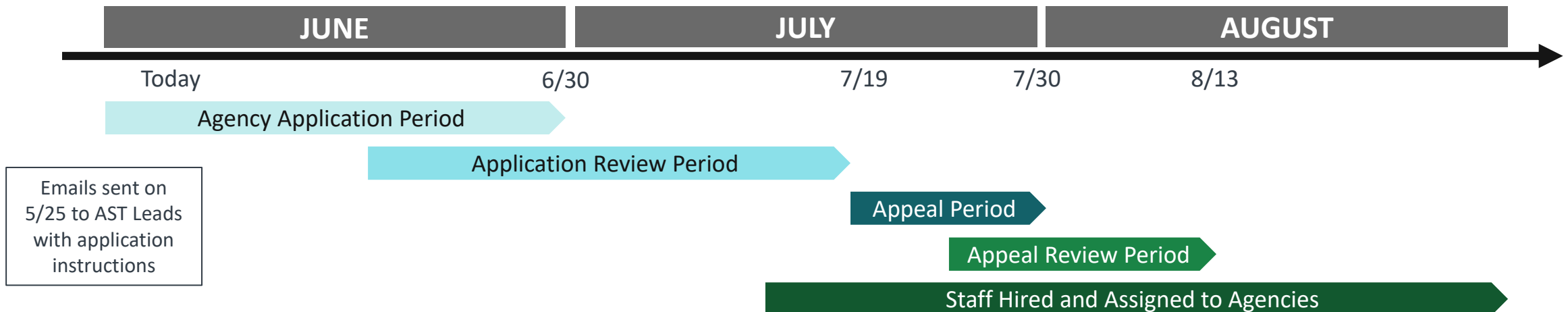
It may be useful to think of the Agency OCM Pool as a Service Delivery Model: One Washington providing a consistent and structured OCM “service” to agencies.



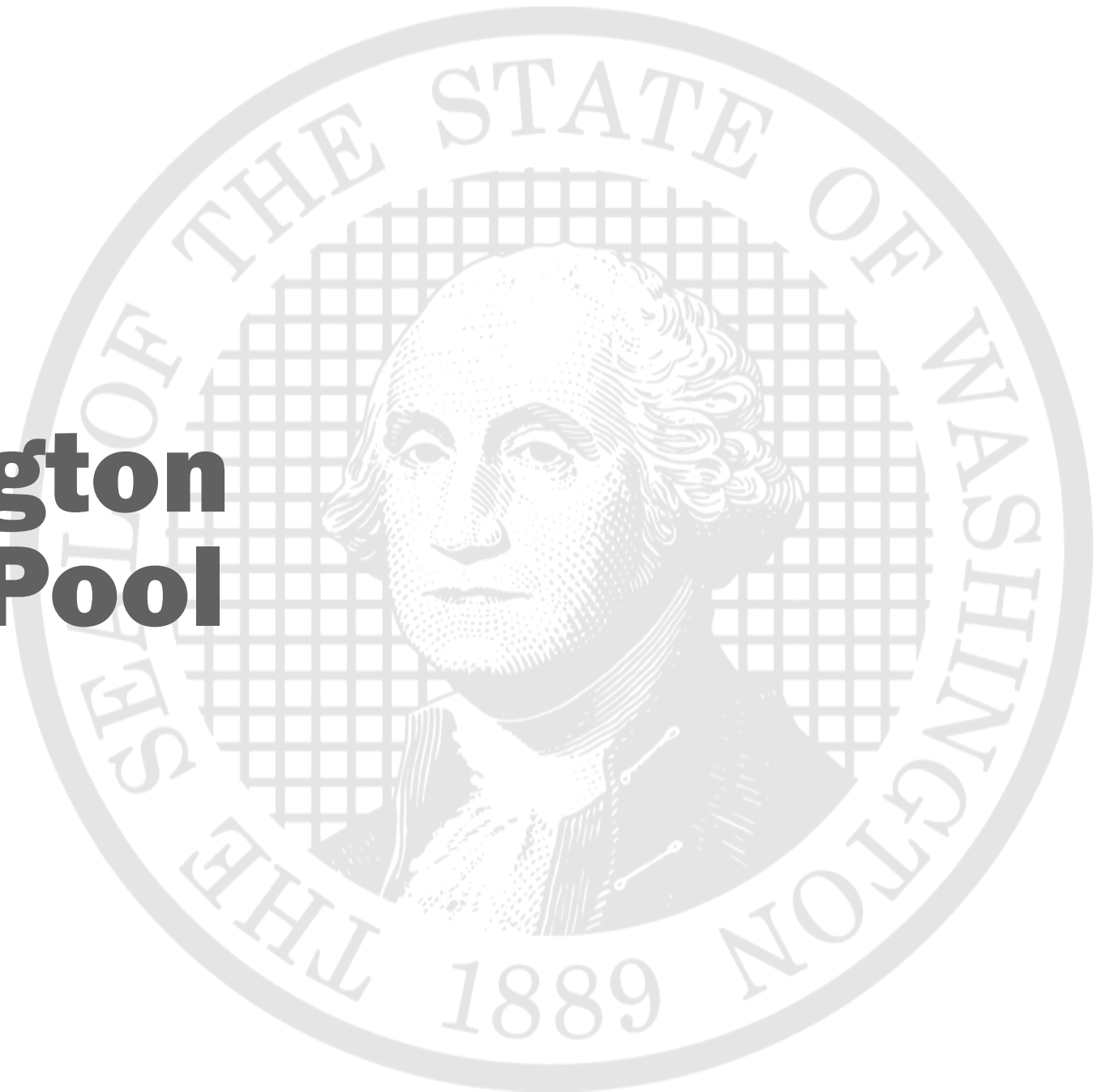
One Washington provides tools, templates, and examples for OCM “partners” to use within their assigned agencies.

Agency OCM Pool Guidelines and Timeline

1. One Washington will conduct all interviewing and hiring of Agency OCM Pool staff.
2. Once hired, Agency OCM Pool staff will then be assigned to agencies.
3. Some large agencies may be eligible for one full time person, which will be determined by One Washington after reviewing each agency's application.
4. Some small agencies may only receive a shared resource (i.e., one full time resource may be assigned to support 2-3 small agencies).
5. Staff will be a mix of contractors and state employees.
6. Agency OCM Pool staff provided to agencies will have the following guidelines:
 - *May only conduct OCM work directly related to One Washington.*
 - *Will have monthly reporting requirements to the One Washington OCM Team to show activities and deliverables completed by the resource(s).*



One Washington Technology Pool



Overview of the Technology Pool

The Technology Pool provides eligible agencies with funding for technical resources to complete Phase 1A systems remediation. **Applications due 6/30/21.**



Overview

- Agencies whose requests were included as part of the Technology Pool will apply for funding.
- 22 eligible agencies with ERP-impacted finance systems.
- The Technology Pool Committee will review requests and determine funding.
- There will be monthly reporting requirements tied to this funding.

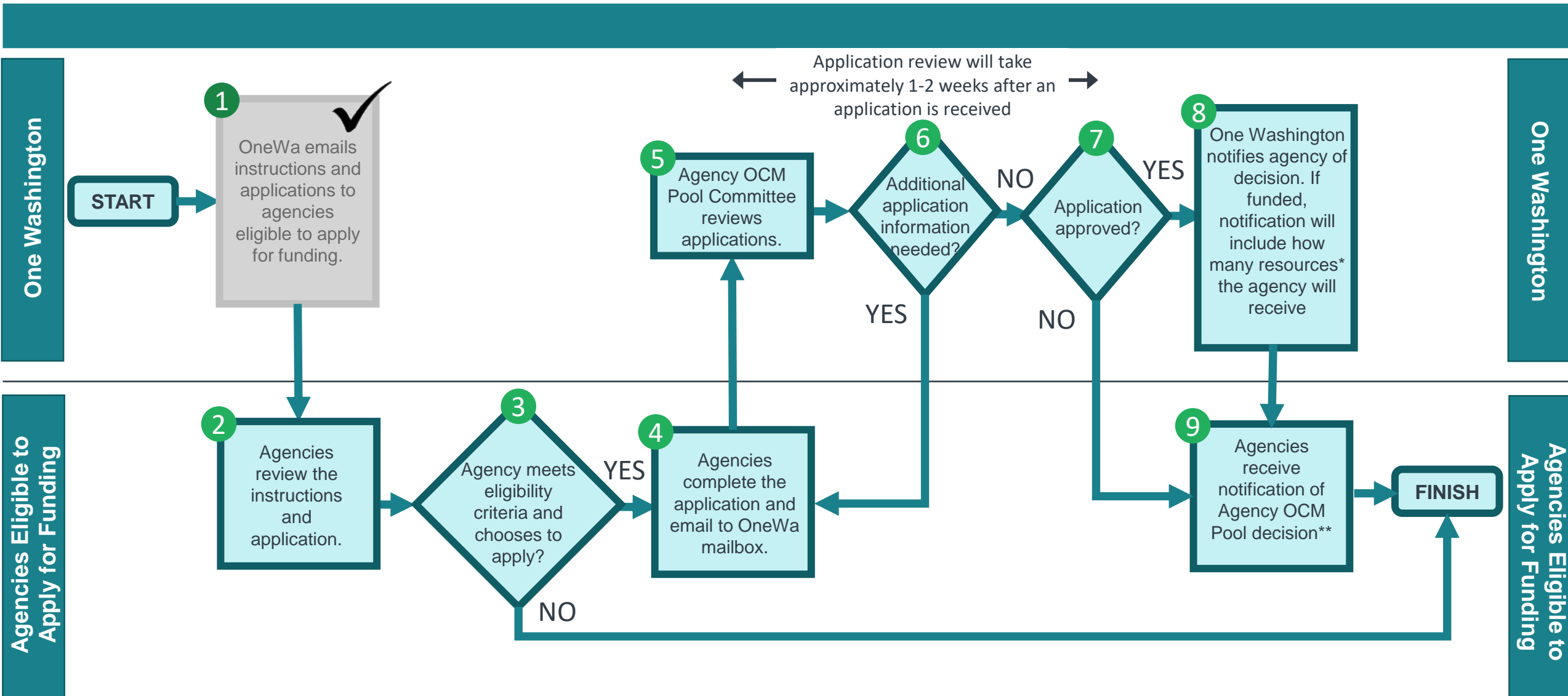
How the OCM Pool is different than the Technology Pool

- The technology pool provides funding to agencies, not FTEs.
- Agencies will need to have their technology pool-related systems prepared for end-to-end testing that begins in **January 2022**.

Application Submission and Review Process



Agency OCM Pool Application Process



*Notification will include guidance/recommendations about resource mix (may include a combination of state employees and contractors).

**If application is not approved, agencies will receive instructions on how to re-apply through an appeals process (see next slide for details)

Application Forms



Application Form

AST Lead



AST Leads from eligible agencies are notified: Agency OCM Pool has been funded and instructions on how to apply.

The application consists of the sections/questions listed below.



Part I

1. Does your agency have existing OCM staff or staff that could provide OCM services?
 - a. If yes to question 1, how many hours per week does your agency have available to dedicate to OneWa OCM between July 2021 – July 2022?
2. Does your agency have multiple offices outside the Olympia area with accounting or finance staff?
 - a. If yes to question 2, how many offices does your agency have?
3. Please tell us your best estimate of the number of people impacted by OneWa Phase 1a in your agency?

Part II

1. Please explain what experience your agency has in using and implementing OCM methodologies (e.g., PROSCI).
2. Please explain/list the assumptions you made in answering question 4.
3. Please tell us how many full-time resources your agency needs to OneWa OCM support.
4. Please explain how your agency is planning to use the OCM resources (i.e., what they will be doing).
5. Please explain the expected impact of OneWa on your agency in the areas of people, process, and technology.
 - a. Please select the level of expected impact on the people in your agency as a result of OneWa. Please explain below why you selected High, Medium, or Low.
 - b. Please select the level of expected impact on the process in your agency as a result of OneWa. Please explain below why you selected High, Medium, or Low.
 - c. Please select the level of expected impact on the technology in your agency as a result of OneWa. Please explain below why you selected High, Medium, or Low.

Agencies Eligible by Exception

Certain agencies were determined to be eligible by exception, meaning One Washington determined these agencies may not need as much OCM support as other agencies due to one or more factors.

- Your agency may be relatively small (total headcount) and therefore does not require as much OCM support.
- Your agency may have existing OCM resources that can support One Washington OCM activities.
- Your agency may have very limited or no system impacts in Phase 1a.
- Your agency's responses to Readiness Assessment #2 may have indicated that you have a level of people readiness that is at a solid level and/or that you have sufficient OCM capacity to support One Washington OCM activities.

The Exception Request form asked agencies to explain any unique or complex factors we should consider in determining eligibility.

Example OCM Activities



Example OCM Activities*

- Developing customized OneWa OCM plan for each agency.
- Leading and facilitating OneWa OCM activities for the agency.
- Organizing and implementing OCM activities at agency facilities in regions, counties, and/or offices located throughout the state.
- Advising AST Lead and Sponsor on agency-specific OneWa OCM activities.
- Developing clear understanding of the change from current-state to future-state and how it will impact agency staff (and communicating that to the impacted staff).
- Developing documents and conducting activities to help prepare managers and agency leadership for the change, and how they can help prepare their staff.
- Receiving and implementing OCM activities from the OneWa OCM team.
- Tracking and reporting on all OCM activities to the OneWa OCM team.
- Escalating issues and concerns through the AST and OCM structure.
- Checking in with agency leadership and serving as a conduit to raise leadership concerns/issues to OneWa to maintain leadership alignment.
- Working with the OneWa OCM team to develop agency-specific change impacts and resultant training requirements.
- Receiving OneWa communications products and working with agency communications staff to tailor communications and distribute to the agency.
- Using OneWa OCM templates (such as Townhall Slide Templates) to create OCM products for the agency.

**Note: more specific guidance with timelines and due dates will be provided when resources are hired and assigned to agencies.*

Thank you!

Questions?

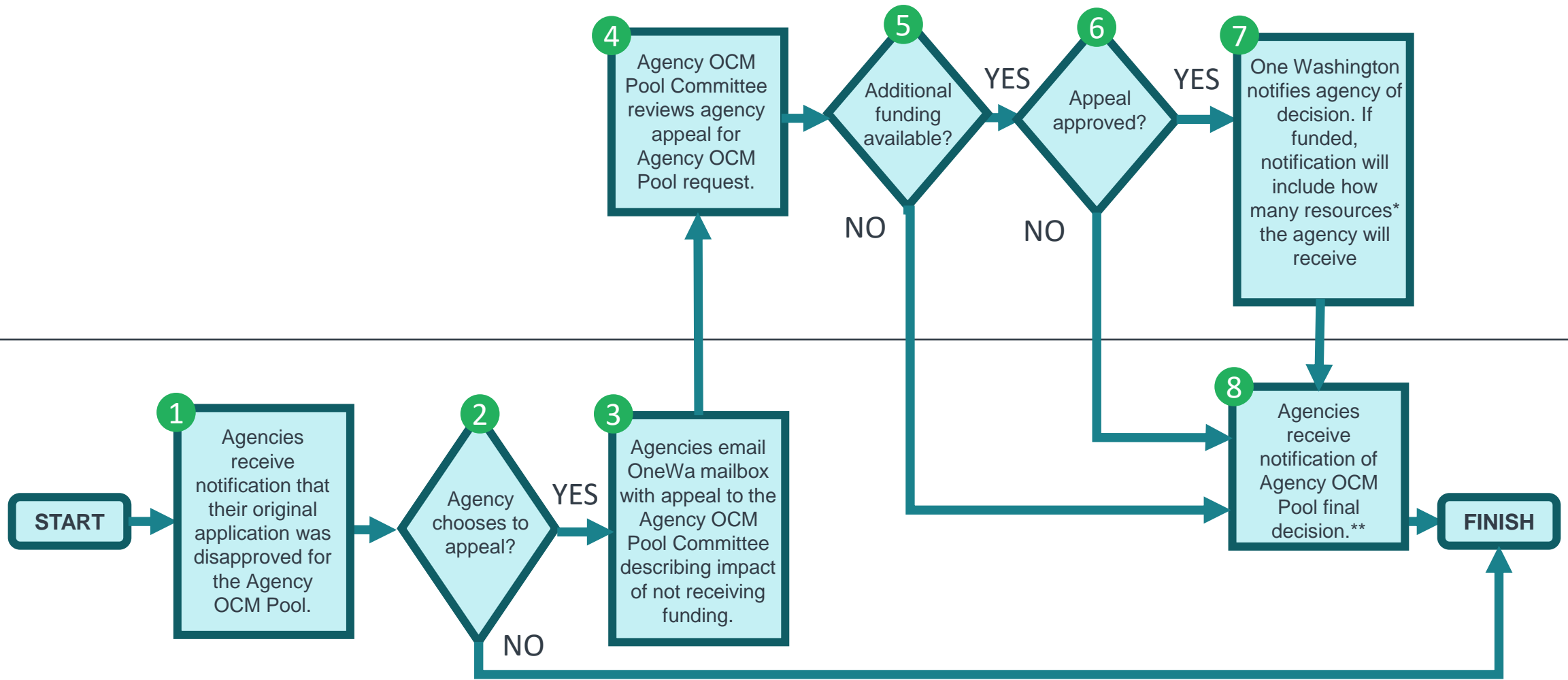
If you have any feedback, questions, or comments please contact us at onewa@ofm.wa.gov.



APPENDIX



Agency OCM Pool Application Appeal Process



*Notification will include guidance/recommendations about resource mix (may include a combination of state employees and contractors).

**This is the final decision on an agency's request for the Agency OCM Pool.

Reporting requirements

Agencies must provide monthly status reports

Legislative Reporting Requirements

By fiscal month:

- List of agencies that requested resources

- List of agencies that received resources

By agency, by fiscal month:

- Projected vs Actuals-

 - FTEs (position title, salary)

 - Expenditures (FTE costs, contractor costs)

 - Deliverables

Criteria

ID	Criteria	Criteria Rationale	Data Source
1	Size	Larger agencies, in general, will require more OCM support than smaller agencies.	HRMS
2	Distribution of offices and staff across the state	Agencies with widely distributed offices and staff have a greater need for OCM support in order to ensure that all impacted users are supported.	Inherent Knowledge of Agencies
3	Existing agency OCM resources	Agencies with existing OCM resources and budget will need fewer OCM resources than agencies that do not have any existing change management support.	HRMS and Baseline Readiness Assessment
4	1a and 1b process readiness	Agencies with greater levels of finance and procurement process readiness (maturity of processes, documentation, repeatability, etc.) are more ready for change than agencies with lower levels of finance and procurement process readiness.	Baseline Readiness Assessment
5	Number of AFRS users	Agencies with more AFRS users have a greater need for OCM support due to the volume of users directly impacted through this transition. (applicable to Phase 1a only)	AFRS Report
6	Number and complexity of Phase 1a/1b systems replaced	<ul style="list-style-type: none"> If an agency has a system replaced, the users of that old system will need OCM support to understand the impacts to their job and learn the new system IT staff supporting that system will need OCM support to understand and adjust to impacts to their jobs (including converting data into the new system and potential change in duties). 	IT Systems Inventory
7	Number and complexity of Phase 1a/1b integrations	This will primarily have impacts on the IT staff because IT staff will have to perform work to change those interfaces and update them over time as system changes happen. These IT staff will require OCM support to understand the impacts to their job and adjust to those impacts.	IT Systems Inventory
8	My agency's employees have the right level of support from supervisors to adapt to change.	Agencies with lower supervisory support have a greater need for OCM support to provide supervisors with the skills and resources they need to better support their employees.	Baseline Readiness Assessment
9	My agency's leadership understands the need for Organizational Change Management.	Agencies with lower levels of leadership support for OCM activities have a greater need for OCM support in order to ensure their people are prepared.	Baseline Readiness Assessment
10	My agency's leadership understands what it will take to achieve the OneWa program goal of transforming business processes through both innovation and improvements supported by technology.	Agencies that do not have a strong understanding of OneWa have a greater need for OCM to improve their understanding and adoption.	Baseline Readiness Assessment
11	My agency has historically adapted well to change.	Agencies that have not adapted well to past change efforts have a greater need for OCM support.	Baseline Readiness Assessment
12	Historical application of an Organizational Change Management methodology and tools.	Agencies that have not historically applied OCM methodologies and tools well in the past have a greater need for OCM support.	Baseline Readiness Assessment
13	Maturity level of OCM coordination within my agency.	Agencies with a lower level of OCM maturity and coordination have a greater need for OCM support.	Baseline Readiness Assessment
14	My agency has successfully applied change management frameworks and/or tools in the past (i.e., Prosci ADKAR).	Agencies who are not used change management frameworks have a greater need for OCM support. This is an indicator of whether or not agency has an OCM program and, if they do, how effective it is.	Baseline Readiness Assessment
15	My agency has sufficient, well-documented OCM plans, programs, approaches, processes, and policies.	This is an indicator of whether or not agency has an OCM program and, if they do, how effective it is.	Baseline Readiness Assessment
16	My agency has the capacity (time and resources) to support an effective OCM effort for OneWa.	Agencies with less OCM capacity have a greater need for OCM support.	Baseline Readiness Assessment

Criteria (for agencies that did not complete Readiness Assessment)

ID	Criteria	Criteria Rationale	Data Source
1	Size	Larger agencies require more OCM support, however, some large agencies already have existing OCM resources.	HRMS
2	Number of AFRS users	Agencies with more AFRS users have a greater need to utilize OCM support due to direct impacts to their jobs and will need OCM to support their transition.	AFRS Report
3	Number and complexity of Phase 1a/1b systems replaced	<ul style="list-style-type: none"> If an agency has a system replaced, the users of that old system will need OCM support to understand the impacts to their job and learn the new system. IT staff supporting that system will need OCM support to understand and adjust to impacts to their jobs (including converting data into the new system and potential change in duties). 	IT Systems Inventory
4	Number and complexity of Phase 1a/1b integrations	<ul style="list-style-type: none"> This scenario should have minimal impacts on end users of existing financial systems because the data integration will largely be transparent to them. However, this will have impacts on the IT staff because IT staff will have to perform work to change those interfaces and update them over time as system changes happen. These IT staff will require OCM support to understand the impacts to their job and adjust to those impacts. 	IT Systems Inventory