



ABT Program

Organizational Change Management Plan

June, 2008

Revision History

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Table of Contents

1.0 EXECUTIVE SUMMARY	4
1.1 DEFINITION OF ORGANIZATIONAL CHANGE MANAGEMENT	4
1.2 ABT ORGANIZATIONAL CHANGE MANAGEMENT OBJECTIVES AND GOALS	4
2.0 MAJOR COMPONENTS OF THE OCM PROGRAM	5
3.0 ORGANIZATIONAL CHANGE MANAGEMENT PLAN	6
3.1 GENERAL APPROACH TO AFFECT CHANGE	6
3.1.1 <i>Adoption of Change at Individual Level</i>	6
4.0 BUSINESS PROCESS REDESIGN AND IMPACT ANALYSIS	9
4.1 ENTERPRISE WIDE SYSTEM CHANGES	9
4.2 IMPACT STATEMENTS	9
4.3 FORMS AND REPORTS	10
5.0 STAKEHOLDER ANALYSIS	10
6.0 STAKEHOLDER INVENTORY	10
7.0 CHANGE CAPACITY	11
8.0 ORGANIZATIONAL CHANGE MANAGEMENT SPONSORSHIP	12
8.1 OCM SPONSORSHIP NETWORK GOALS	12
8.2 OCM SPONSORSHIP NETWORK TEAM	12
8.2.1 <i>OCM Sponsorship Network Workshops</i>	14
8.2.2 <i>Change Management Training Approach</i>	14
8.2.3 <i>OCM Sponsorship Network Assumptions</i>	15
9.0 COMMUNICATION	15
9.1 KEY MESSAGES	16
9.2 MEDIA AND TIMING OF COMMUNICATION	16
10.0 ORGANIZATIONAL READINESS PROGRAM	17
10.1 READINESS GOALS AND OBJECTIVES	17
10.2 OCM/READINESS TEAM ORGANIZATION	17
10.2.1 <i>OCM/Readiness Team and Responsibilities</i>	17
10.3 READINESS TARGET AREAS	18
10.4 READINESS APPROACH OVERVIEW	19
10.4.1 <i>ABT Program Governance Responsibility</i>	19
10.4.2 <i>Department Responsibility</i>	19
10.4.3 <i>ABT Program Team Responsibility</i>	19
10.4.4 <i>Readiness Workshops</i>	19
10.4.5 <i>Readiness Monitoring and Reporting</i>	19
10.4.6 <i>Readiness Coach Toolkit</i>	20
10.5 READINESS ASSUMPTIONS	20
10.6 OCM/READINESS SUMMARY	20

1.0 Executive Summary

1.1 Definition of Organizational Change Management

Organizational Change Management (OCM*) is a structured process and set of tools designed to lead people through change to achieve successful business results. Successfully managed changes result in shorter implementation time lines, sustained business process improvements, an empowered and informed workforce, widespread ownership of the change, identified roles and responsibilities and an organizational environment more ready and able to adapt to future changes.

**In this document, OCM refers to the Organizational Change Management effort, references to the Operations and Change Management committee are indicated with the acronym OpCM.*

1.2 ABT Organizational Change Management Objectives and Goals

The ABT Program's Organizational Change Management goal, as stated in the program charter, is to ensure "sustained commitment and buy-in from all stakeholders" to the overall ABT Program vision and goals.

Additional goals of Organizational Change Management as a part of the ABT Program are to:

- Minimize the impact of introducing best practice business processes and supporting technology into the organization
- Build user adoption and ownership of the new processes and technology
- Ensure that the organization is ready to "go live" at the same time the new business processes and technology goes live
- Institutionalize the change at all levels of the organization
- Gain maximum benefits through full adoption of business changes.

Critical elements in the organizational change management's structured approach to support the ABT Program include:

- **Active visible executive sponsorship** that articulates the vision and strategy of the change initiative and provides support throughout the lifecycle of the Program
- **Organizational impact analysis** to identify the overall impacts of the change by department and division to ensure that the organization's processes, resources and policies are addressed and that the organization is ready to support the new technology
- **Comprehensive Communication and Change Plan** that maps out communication avenues and events to effectively move stakeholders along the change acceptance curve
- **Education programs** that help the user community build the skills and knowledge to confidently make the transition to new ways of working

- **Resistance management approach** to address resistance that may be present in some groups of employees.

This Organizational Change Management strategy begins with identification of what will change and who will be impacted. The strategy continues with the ability of the departments/divisions to successfully Go Live with the business processes and support systems changes. The strategy concludes with the departments/divisions effectively incorporating and maintaining the changes in the way of doing business.

2.0 Major Components of the OCM Program

From a high level perspective, the Organizational Change Management Program includes the following major activities and objectives:

Document/Plan	Description
Organizational Change Management (OCM) Plan	Compilation of all change management and communication plans in a single comprehensive OCM plan. This plan defines the approaches and resources used to manage the ABT Program change impacts, build alignment and prepare the Departments/ Divisions to meet ABT Program Goals. This plan includes Change Management, Readiness Program, application and systems training.
Business Process Redesign and Impact Analysis	Business processes will be reviewed and redesigned and the organizational impacts on each department/division are analyzed and an action plan is created to address the impacts specific to each Department/Division. This analysis will be updated throughout the project as additional impacts are identified. The To-Be business processes become the baseline for end user training.
Stakeholder Analysis and Inventory	Analysis of each stakeholder group, expected change impacts, key communication messages and preferred modes of communication. The Stakeholder Inventory is a detailed list of each employee by department / division. This analysis is input to the development of the Communication Plan, Training Plan and overall OCM Plan.
Change Capacity	A Change Capacity determination of strengths and weakness of each Department's capacity to support and manage change. This analysis will be input to the comprehensive OCM Plan.
Change Sponsorship Network	A change sponsorship network and approach will be established to manage the Department/ Division change management activities. Each change agent (Subject Matter Expert (SME) or designee) will be responsible for understanding ABT Program goals, change management approach, reviewing Program materials and giving feedback. They may become a point of contact to answer questions and dispel rumors.
Communication Plan	Comprehensive communication plan that provides detailed description of planned communication activities. The plan includes specific audiences, method of execution and modes of communication.

Document/Plan	Description
Readiness Program	Readiness tools, resources, roles and approaches used to prepare, monitor and measure Department/Divisions readiness to Go Live with the new processes and supporting systems.

3.0 Organizational Change Management Plan

3.1 General Approach to Affect Change

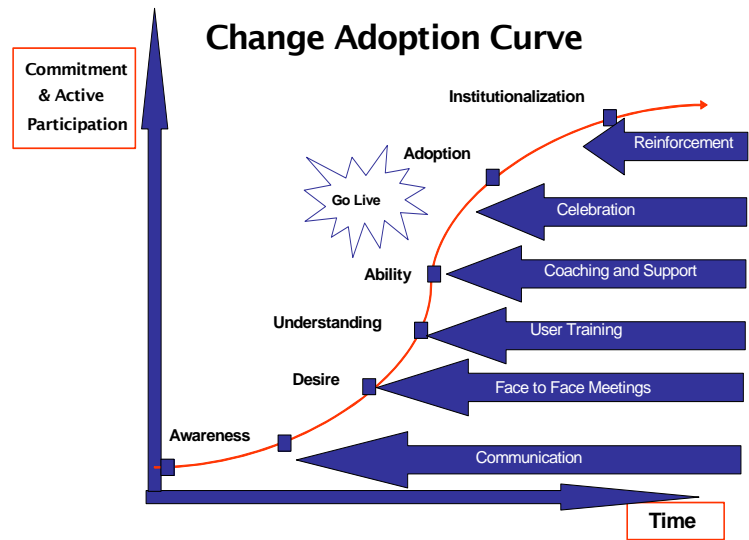
This plan is a guide for the orderly development and delivery of change-enabling tools and communications, which are used to help move each stakeholder group through the following five stages:

- **Awareness** – This first stage of acceptance may be accomplished through various types of general communications. Face to face communication is the most effective way to get the message out and create awareness.
- **Desire/Individual Concern** – This second stage of acceptance may be addressed through one-on-one exchanges to address concerns and hesitations to accept change.
- **Knowledge** – Training is a key component to building knowledge and includes Change Management training as well as application and system training.
- **Ability** – Continuing to learn and use the system increases user abilities. Appropriate support levels will be necessary to facilitate the learning curve through the change.
- **Buy-in/Acceptance/Reinforcement** – This is the target stage, which may be realized through training materials and reference documentation, if the needs of the previous stages have been adequately addressed.

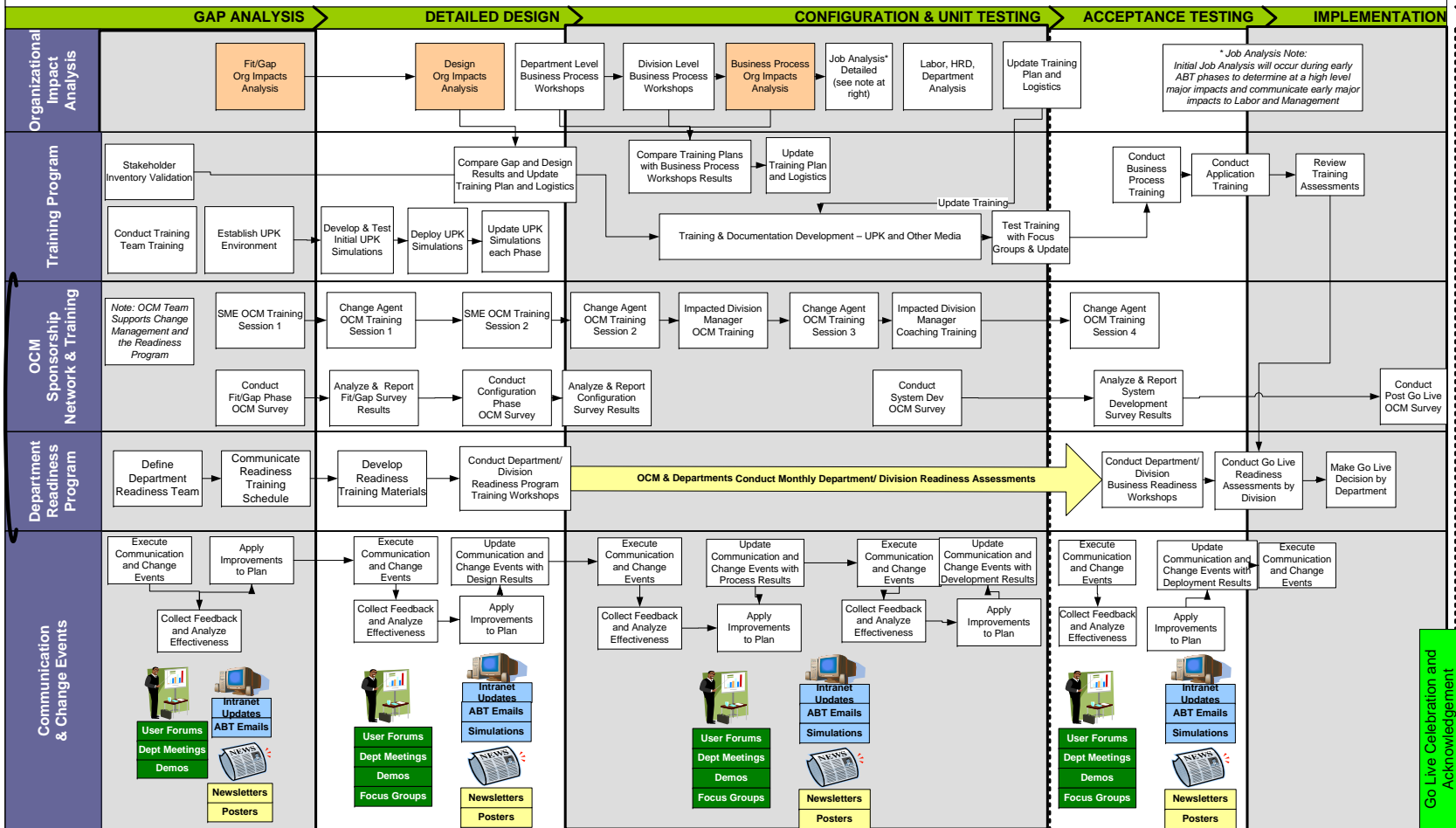
3.1.1 Adoption of Change at Individual Level

Generally speaking, organizations don't change; the people who perform business processes change. This is the human side of change and it happens one individual at a time. Individuals tend to go through the following evolution of understanding and change acceptance process over time:

- Awareness of the need to change
- Desire to participate and support the change
- Understanding and knowledge about how to change
- Ability to implement new skills and behaviors
- Adoption of the change



Organizational Change Management Program Overview – Implementation Phase for each Deployment Group



4.0 Business Process Redesign and Impact Analysis

4.1 Enterprise Wide System Changes

Implementation includes the following applications and major changes:

- Applications:
 - PeopleSoft HCM
 - Oracle E-Business Suite
 - Budget (TBD)
 - Time Capture (TBD)

- Additional Major Changes:
 - Transitioning from semimonthly to biweekly pay cycle
 - Redesigned Chart of Accounts
 - Implementing 'project-centric' accounting,

4.2 Impact Statements

Identification, analysis and documentation of organizational impacts of these changes will be collected by function: Human Resources, Benefits, Payroll, Time and Labor, Finance, Budget and business processes. Changes and impacts include:

- New business processes
- Processing schedules
- Job function with potential new roles
- Skill requirements
- Labor contract
- Data availability online or in reports
- Unique Department / Division impacts

This analysis is one of the most important efforts in the implementation of the new business processes and supporting systems. The result of this effort is an Organizational Change Management Plan that addresses each impact with:

- Business process maps to define future processes
- Communication to create awareness of the impacts
- Change management presentations and events
- Training to create the requisite skills to perform the processes
- Reinforcement of the successful changes.

The level of detail available for each business process expands with each ABT Program phase. Early in the Program, only high level information was available on future "to be" business processes and organizational impacts. Detailed knowledge of the "to be" business processes and resulting organizational impacts will not be available until the Implementation Phase. Thus, the organizational impact analysis is an iterative process.

4.3 Forms and Reports

Specific forms and reports will be used to capture and track the organizational impacts identified during each phase of the Program. The OCM Team will be responsible for tracking the organizational impacts using the tracking form. The ABT Program Team will ensure that appropriate OCM plans are updated to address the defined impacts.

5.0 Stakeholder Analysis

The Stakeholder Analysis was the first step in the OCM planning effort. Stakeholders are the 'who' that will be impacted by the implementation of the new business processes and systems and they in turn can also impact the success of the Program. The goal of this effort was to:

- Define the key stakeholder groups impacted
- Identify the major impacts to each stakeholder group.

Major stakeholder groups defined include:

Stakeholder Groups	Description
FBOD	Financial & Business Operations Division
OIRM	Office of Information & Resource Management
HRD	Human Resource Division
SME's	Department Subject Matter Experts
Department Leadership	Department Leadership
Division Managers	Division Managers
Section Managers/ Supervisors	Section Managers/ Supervisors
PeopleSoft Users	PeopleSoft Users for HR, Benefits, Payroll and Time and Labor
ORACLE (IBIS) Users	ORACLE (IBIS) Financial Users
ARMS Users	ARMS Financial Users
MSA Users	MSA Users for HR and Payroll
Budget Users	Budget Users
Timekeepers	Timekeepers collecting and processing time
Employees	All Employees impacted by one or more change
Vendors	Suppliers of goods and services
Special Districts	Those agencies using King County to collect and distribute monies

6.0 Stakeholder Inventory

The Stakeholder Inventory identifies end users by department/division and the business processes they perform. This information will be used for many purposes including:

- Development of targeted communications throughout the implementation period
- Definition of future training groups and requirements
- Definition of security roles
- Identification of conversion validation resources
- Determination of potential user acceptance testers

- Identification of potential user's of the 'to-be' solution

7.0 Change Capacity

Each organization has its own change capacity or ability to adopt change. It is not uncommon for departments or divisions to have a change capacity and culture that is slightly different than that of the entire larger organization. The county, as a large organization, exhibits various and different cultures throughout its departments and divisions. In addition, each individual has different experiences with change.

Using the SME questionnaire distributed in February as a baseline, the findings specific to change capacity include the following:

Question	Overall Response
1. Any risks or potential barriers	Concerns were expressed about ongoing budget cuts and resource constraints and ability to provide adequate training and ongoing support.
2. Other competing business initiatives	Budget process for 2009, Permit Integration, Records Management, CBC, NeoGov, DNRP and Transit and Roads projects
3. Describe your culture and decision making	Most believe they are open to change, proactive and experienced with change, however the actual execution is not always successful.
4. Accept change well and any success with past change	Overall most believe their department is open to change. Additional comments indicate that they are optimistic, but the reality of dealing with change has been more difficult than expected.
5. ABT embraced or resisted	Almost everyone believes the change will be embraced but also understand that there will still be pockets of resistance.
6. Any groups more resistant	Most believe that there will not be groups who are resistant. Some indicated that field staff members who are not PC savvy may be more resistant.
7. Effective way to help department through resistance	Communicate, train and market benefits to staff.
8. Past involvement with organizational change	Most SMEs have experience with change, but none identified an ERP implementation as their experience.

Question	Overall Response
9. Awareness that organizational change management is best practice	Most are aware that organizational change management is a best practice.
10. Value in organizational change training for your department	Most believe there is value to OCM training; a number would like to see the training curriculum first.

During the course of the implementation phase, additional surveys or questionnaires will be developed and conducted. Results will be used to assess the effectiveness of the organizational change management program and rate of adoption of the changes.

8.0 Organizational Change Management Sponsorship

8.1 OCM Sponsorship Network Goals

Organizational change management requires active and visible sponsorship at the highest levels of an organization. Effective change sponsorship requires identification of key leadership and team members to manage and facilitate communication throughout the organization and to appropriately respond to change resistance. The primary beneficiaries of this program will be the stakeholders whose work experiences will change. The specific objectives of this change sponsorship network are to:

- Facilitate the proactive planning, development, approval and delivery of essential communication and change management events
- Drive communication events that effectively move stakeholders along the change acceptance curve
- Provide a forum with which to make organizational change decisions that consider shifting business requirements, organizational culture and the magnitude of the impending changes
- Preempt rumors that often occur through the “grapevine” or other sources of misinformation
- Develop appropriate responses to address pockets of resistance as they are identified.

8.2 OCM Sponsorship Network Team

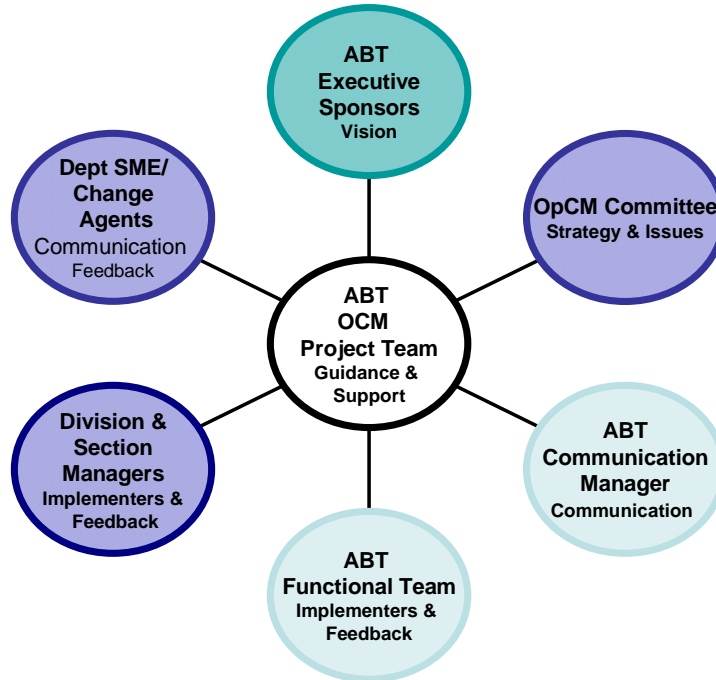
The OCM Team, responsible for planning and managing the overall organization change management programs, change events, change management training, application training and readiness program activities, will work within the ABT Program governance structure to resolve issues that may arise regarding organizational change management direction, guidance and support. The ABT Management Team will be the initial escalation point for this purpose.

The OCM Team will work collaboratively with the following major stakeholders as they provide important guiding sponsorship and are responsible for supporting the execution of the organizational change program:

- **ABT Executive Sponsors** - Provide enthusiastic, visible support, articulate the reasons for and benefits of the change and role model commitment to change
- **ABT Management Team** – Provide guidance and support in the resolution of organizational change management issues
- **Operations and Change Management Committee (OpCM)** – Provide guidance and direction in prioritizing and implementing business process improvements
- **SME/Change Agent/Point of Contact** – Critical in the analysis and design of the business process improvements and responsible for ensuring the changes happen in their respective departments
- **Department/Division/Section Managers** – Responsible for supporting the ABT Program, delivering the reasons and benefits of the changes, and enabling their staff to perform the tasks assigned by ABT
- **ABT Functional Team** – Responsible for advising and supporting users through analysis, definition, and implementation of new business processes and applications
- **ABT Communication Manager** – Responsible for planning and delivering communication to support the ABT Program.

The chart below is provided to visually demonstrate the role and interaction that each group of stakeholders plays in the overall OCM Sponsorship Network.

ABT Program OCM Sponsorship Network



8.2.1 OCM Sponsorship Network Workshops

The OCM Team will facilitate Organizational Change presentations to ABT Leadership and department managers on a regular basis. The objectives of these presentations are:

- To provide an in-depth understanding of roles and responsibilities
- To gain consensus on the overall OCM Plan and commitment to actively participate in the OCM Plan throughout the ABT Program
- To develop more interaction among departments.

8.2.2 Change Management Training Approach

The purpose of Change Management training will be to help those attending gain an understanding of how to support and coach their managers and staff through the overall ABT Program changes. Attendees include managers, SME/Change Agents, Point of Contacts and Coaches. A series of workshops will be created that can be delivered throughout the implementation phase. Each workshop will build upon the prior workshop learning. These workshops will be held in small groups of less than 30 to promote open discussions and questions. The training materials will be developed by the OCM Team using training materials available in the market place as appropriate.

8.2.3 OCM Sponsorship Network Assumptions

Following are assumptions related to the successful execution of the Organizational Change Management Program:

- Active, visible executive sponsorship is in place to maximize success
- Communication effort will be focused on those affected by changes, including messages and distribution methods
- Existing county communication channels may be sufficient for the communication purposes identified in this plan; however, additional meetings and documents will be created to support the overall program
- Individuals identified as “senders” for each planned communication event will be sufficiently amenable to sending the message(s)
- Management support of the ABT Program is required within all stakeholder groups to ensure program success
- County policies and practices only include those that relate to the ABT Program.

9.0 Communication

Communication is one of the most critical components of the overall organizational change management program. This plan does not address internal ABT Program team communications. Internal project communication will be handled through normal project management procedures. This strategy focuses on county employees as stakeholders. The specific objectives of this communication strategy are to:

- Facilitate the proactive planning, development, approval, and delivery of essential communication events, each designed with a specific stakeholder, media, message, sender, and feedback mechanism
- Drive communication events that effectively move employees along the change acceptance curve
- Provide a forum with which to make communication decisions that consider shifting business requirements, organizational culture, and the magnitude of the impending changes
- Preempt rumors that often occur through the “grapevine” or other sources of misinformation.

Following are the high-level questions about the ABT Program that employees need to have answered:

- What is the ABT Program intended to accomplish?
- Why is the program important to the county? What is the value?
- What is my role and how will I know what to do? What’s in it for me?
- What does it take to be successful? What training will I need? How will success be measured?
- What will the ABT Program do for King County constituents?

9.1 Key Messages

Messages that will be important to communicate to stakeholders include plans to:

- Implement Best Practices which will provide effective and efficient business processes, applications and technology
- Promote a high level of user involvement in key decisions
- Communicate often to ensure the user community is aware of the plans and activities of all who are involved in the Program
- Identify and document new and updated business processes
- Deliver timely application training
- Provide end user support through the transition period and into Post Production Support.

9.2 Media and Timing of Communication

The following table provides an example of the groups, communication venues, modes and timing:

Stakeholder Group	Communication Venue	Mode	Timing
FBOD/OIRM/PSSD/HRD	ABT Intranet – FBOD/OIRM/PSSD/HRD	Communication Pieces	As developed
	ABT Forum	Meeting Presentation	Monthly
	FBOD/OIRM/PSSD Forum	Presentation/Workshops	Quarterly
	FBOD/OIRM/PSSD Email	Email	As required
SME's	ABT Intranet – SME's	Communication Pieces	As developed
	ABT SharePoint	ABT Documents	As required
	ABT Forum	Meeting Presentation	Quarterly
	SME Focus Group	Presentation/Workshops	As required
	ABT Newsletter – SME's Section	Specific Group Update	Quarterly
	SME Email	Email key information	As required
Managers/Supervisors	ABT Intranet – Managers/Supervisors	Communication Pieces	As developed
	ABT Forum	Meeting Presentation	Monthly
	Managers Focus Group	Presentation/Workshops	As required
	ABT Newsletter – Managers Section	Specific Group Update	Quarterly
	Managers/Supervisors Email	Presentation/Workshops	Monthly
Employees	ABT Intranet	Communication Pieces	As developed

It is important that information communicated to any of the user groups be communicated first to their managers. Managers need to be aware of planned communications to their staff. This important step is incorporated into the overall communication flow and into the meeting schedule. FBOD, OIRM and PSSD will be

involved in the orchestration of communication that may have an impact on any current production activities.

10.0 Organizational Readiness Program

10.1 Readiness Goals and Objectives

The Readiness Program is the 'concluding' part of the overall Organizational Change Management Plan. The Readiness Program establishes a program that will:

- Identify Readiness Team roles and responsibilities
- Define key activities user groups need to accomplish
- Develop appropriate training and tools
- Establish a schedule of Readiness Workshops
- Maintain ongoing communication and support from the ABT Program Teams
- Provide a single point of contact for each organization for major project implementation issues
- Provide a mechanism for formally tracking and reporting progress against the readiness activities
- Report accurate and timely readiness information to ABT Program management, executive sponsors and organization executives.

The overall goal of this effort is to ensure that departments/divisions have the support necessary to prepare for the new production environment. The Readiness Program will ensure that organizations needing additional assistance with their readiness tasks are identified early and appropriate interventions are conducted.

10.2 OCM/Readiness Team Organization

10.2.1 OCM/Readiness Team and Responsibilities

The Organizational Change Management Manager will oversee organizational change management efforts and readiness activities for the ABT Program. Additional team members and their responsibilities include:

- Change Management/Readiness Lead – to assist OCM Mgr with tasks, reports, assignments and oversee the functions of the coordinators
- Change Management/Readiness Coordinators – assigned multiple organizations as feasible to conduct Change Management workshops, provide support for SME/Change Agents, Points of Contacts and/or coaches
- SME/Change Agent / Point of Contact – in an effort to minimize the time commitment for SME/Change Agents, they may choose to be a Point of Contact for their department/division and delegate other county employees to be the actual Change/Readiness Coaches
- Change/Readiness Coaches – these employees will be used most during the move from semimonthly to biweekly pay cycles. Since the impact will be most widely dispersed for this change, leveraging county employees currently in place

in HR, payroll, and timekeeping functions will lessen the impact on the SME's and increase the probability of success for this change. These employees are the ones that currently answer payroll questions in the field. Providing them with change management and readiness tools and information will start building a level of countywide change management competency and empower them to support employees through this change.

The OCM Team will manage the plan to identify and develop tools, processes and resources to support employees transitioning through organizational change. OCM resources will be required to assist in the following major activities:

- Facilitate Business Process Workshops to compare Department business processes with Division current and future process maps
- Work with HRD and department / divisions to perform Job Analysis as required
- Conduct Organizational Readiness Assessments to determine Departments and Divisions readiness status in support of the Readiness Program
- Develop Training curriculum and materials to support scheduling, conducting and documenting user training.

The Readiness Team will:

- Identify the readiness activities and milestone dates through a comprehensive Readiness project plan
- Prepare and provide information the SME/Change Agent will need in order to identify and address impacts for their department/division
- Provide responses to issues raised by the SME/Change Agent in a timely manner
- Track each department/division's progress towards readiness and report readiness status on a weekly basis to the Readiness Lead and Organizational Change Management Manager
- Identify contingencies and/or mitigation strategy to address organizations at risk of not being "ready"

Readiness Status Reports will be presented to the department/division's leadership and the OCM Committee on a monthly basis by the Organizational Change Management Manager.

10.3 Readiness Target Areas

There are major technical, functional, business processes and people impacts that will need to be managed and monitored throughout implementation. The following technical and functional areas will be managed by the implementation project team:

- Configuration Planning
- Configuration
- Conversion Data Mapping
- Dept/Div Specific Customizations and Batch Processes
- Interfaces
- Critical Reports
- Hardware, Software and Connectivity
- Security

- User Acceptance Test Scripts Executed
- User Acceptance Test Scripts Signed off
- User Acceptance Test Issues Resolved
- Production Environment
- Final Cutover to Production

The following areas will be managed and monitored by the Readiness team:

- Business Processes
- Data Conversion Reconciliation
- Role Mapping
- End User Communication
- End-User Training – documentation and delivery
- End-User Readiness Achieved
- Post Implementation Support

Other items may be added to the list as identified throughout the implementation phase. Prior to beginning work on these tasks, the Readiness Team will present workshops to prepare end users to perform their assigned tasks.

10.4 Readiness Approach Overview

10.4.1 ABT Program Governance Responsibility

The ABT Program Governance has leadership and sponsorship responsibilities to ensure that each department/division's leadership views the ABT Program as a priority and provides the resources necessary to address issues in a timely manner and supports the overall Program schedule.

10.4.2 Department Responsibility

Department leadership will endorse the readiness approach; the responsibilities assigned to their team members and promote the readiness workshops. Responsibility continues with the SME/Change Agents and Coaches as they manage their department/division's readiness activities.

10.4.3 ABT Program Team Responsibility

The ABT Program Team's responsibility is to provide each department/division with the right level of guidance and support to ensure that the department/division's activities can be achieved as scheduled. Readiness tools and training will be provided as well as periodic assistance to support the more difficult tasks.

10.4.4 Readiness Workshops

The Readiness Workshop is a training session to prepare and train the end users on each implementation activity. Activities will be defined; steps to accomplish each activity and expected results will be reviewed.

10.4.5 Readiness Monitoring and Reporting

Throughout the implementation lifecycle, the department/division's progress will be tracked, monitored and reported periodically to ABT Program Governance, Department

leadership and other Readiness team members. The goal is to provide additional support as necessary to keep the department/division on schedule. See sample on the last page.

10.4.6 Readiness Coach Toolkit

An OCM/Readiness Toolkit will be developed to support the department's transition to the ABT Program. All materials ultimately will be stored on the intranet and made available to all who need access. The toolkit will include but not be limited to:

- OCM Training Materials and Tools
- Communication Materials and Tools
- Readiness Materials, Methodology and Tools
- Support Resources.

10.5 Readiness Assumptions

Following are assumptions and constraints related to the successful execution of the Readiness Program:

- Readiness effort will be focused on identified user groups affected by changes resulting from the implementation phase
- Department/Division SME's/Change Agents will be assigned to lead the readiness tasks for their department / division and will be held accountable for delivery of tasks
- Management support of the ABT Program is required to ensure project success
- Department/Division management will ensure that impacted users will actively participate in readiness training sessions
- All assigned readiness tasks will be viewed as priority activity by each organization and completed as scheduled.

10.6 OCM/Readiness Summary

Organizational Change Management is a structured approach to leading people through change, to identify and address resistance in an effort to have a successful implementation. Change Management is the people side of change and successful change management maximizes the probability that ABT will successfully achieve its goals and benefits. The final outcome of the Readiness Program is to ensure that employees are able to successfully Go Live with the new business processes and supporting systems.

Readiness Assessment Dashboard Sample

		PRODUCT READINESS																	Product Totals				
Final GoLive Voting	As of	Config	Development	Conversion	Interfaces / Tech	Report	Security	Performance	Support Readiness														
		Configuration	Customizations and Batch Processes	Interfaces	Critical Reports	Conversion	Security	Business Process Maps	End User Communication	Test Scripts Executed	Test Scripts Signed off	Test Issues Resolved	Knowledge Transfer from Consultants	End-User Training Materials	End-User Training Executed	End-User Readiness	Go Live Readiness Workshop	Production Support	Production Environment	Total Green	Total Yellow	Total Red	Total TBD
Go	Department 1	Yellow	Yellow	Red	Red	Yellow	Green	Green	Green	Yellow	Red	Yellow	Yellow	Yellow	Red	Yellow	Yellow	Yellow	Green	4	10	4	0
	Department 2	Green	Green	Green	Red	Green	Green	Green	Green	Yellow	Red	Yellow	Yellow	Yellow	Red	Yellow	Yellow	Yellow	Green	8	7	3	0
	Department 3	Yellow	Red	Red	Red	Yellow	Green	Green	Green	Yellow	Red	Yellow	Yellow	Yellow	Red	Yellow	Yellow	Yellow	Green	4	9	5	0
	Department 4	Yellow	Yellow	Green	Red	Green	Green	Green	Green	Yellow	Red	Yellow	Red	Yellow	Red	Red	Yellow	Yellow	Green	6	7	5	0
	Department 5	Green	Green	Green	Red	Red	Green	Green	Green	Yellow	Red	Yellow	Red	Yellow	Red	Red	Yellow	Yellow	Green	7	5	6	0
	Department 6	Green	Green	Green	Red	Green	Green	Green	Green	Yellow	Red	Yellow	Red	Yellow	Red	Red	Yellow	Yellow	Green	8	5	5	0
	Department 7	Green	Green	Red	Red	Green	Green	Green	Green	Yellow	Red	Yellow	Red	Yellow	Red	Red	Yellow	Yellow	Green	7	5	6	0
	Department 8	TBD	TBD	Red	Red	Yellow	Green	Green	Green	Red	Red	Red	Green	Green	Green	Green	Yellow	Yellow	Green	8	3	5	2
	Department 9	TBD	TBD	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	16	0	0	2
	Department 10	TBD	TBD	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	16	0	0	2
	Total Green		4	4	6	2	6	10	10	10	0	2	2	3	3	3	3	2	2	10			
Total Yellow		3	2	0	0	3	0	0	0	7	0	7	3	7	0	3	8	8	0				
Total Red		0	1	4	8	1	0	0	0	1	8	1	4	0	7	4	0	0	0				
Total TBD		3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0				

Readiness Grand Totals		
Green	82	Grand
Yellow	51	Total
Red	39	Release
TBD	6	

Legend:	Green	Ready for Go-Live (90% Confidence) (and also Not Applicable)
Go	Yellow	(75%+ Confidence) Some issues to be resolved before they are go-live ready, but should not be an obstacle to go-live date
NoGo	Red	(< 75% Confidence) Major issues currently preventing go-live readiness
	TBD	Not yet assessed for go-live readiness