



CNIC Peer Communications Group Meeting Minutes – May 6, 2005

Approved 5/20/05

Attendees:

Paula Allen, DOR; Shawn Dawson, ODOT; Wes Ford, DHS; Dennis Green, Employment; Raelynn Henson, CNIC Project Office; John Hubbard, DOC; Julie Mallord, CNIC Project Office; Dominic Rivera, DCBS. Minutes by Cathy Hoffman, DAS IRMD.

Guest Speaker: Claudia Light, ODOT

Review & Approve Minutes

The minutes of the March 11 and April 22 meetings were approved as presented.

Presentation on Change Management

Claudia Light, Project Manager for the Change Management Group, addressed the concept of managing people in a changing environment so that business changes are successful and the desired business results are realized. Most people envision hardware when discussing change management. The focus of this discussion is to help people thrive with change rather than feel threatened. Change management addresses how to work with individuals to help them move through the different stages that cause conflict.

Surveys indicate that lessons learned for effective change management include:

- Ensure sponsor support.
- Begin change management earlier in the project.
- Develop better and earlier communications to address employee concerns.
- Engage users and employees earlier and gather input and feedback.
- Increase the amount of time and resources allocated for the project.
- Form a change management team of committed top-performers.

Included in the greatest change management obstacles is employee resistance. It is normal and to be expected. What is done to manage the resistance makes the difference.

Change management should be used to:

- Increase the success of a project
- Manage resistance
- Build competency
- Avoid losing valued employees
- Minimize productivity loss
- Protect relationships.

The first step to effective change management includes preparation of strategy, preparing the team, and enabling sponsors. The second step includes developing plans and coaching staff. The third step involves reinforcing what has been done, making necessary course corrections, and celebrating the success of the project.

Paula Allen asked if there will be a change management team in each agency or if there will be one team for all agencies. It was reported that a survey of the agencies needs to be done first to find out what stage each agency is in. It is possible that there could be one team, twelve teams, or a combination of change management teams. It is perceived there is a role for the Peer Communications Group in this process.

Developing strategy for the next steps includes identifying and understanding the unique characteristics of the participating agencies. To complete the assessment stage, we want to target the people who are primarily affected, the people who support infrastructure, and those that are close to this change.



Discussion ensued regarding the best ways to survey the appropriate personnel. It is important to make sure that anonymity is maintained and that we have the appropriate numbers for each agency. We need a check and balance system. Options include:

- Develop an online survey with “Agency” as a required field.
- Have supervisors distribute and collect surveys at a staff meeting.
- Set up meetings to provide education similar to Claudia’s presentation, answer questions, and collect the completed survey.

The survey questions were briefly reviewed. It was suggested to add an “I don’t know” option in the answer portion. Persons in affected positions need to be included in the survey without feeling they are being targeted. Determining who to include in the “affected positions” category is difficult since agencies are at different stages and have differing views. Should it be IT infrastructure, IT, or everyone in general?

Claudia will have to work with the CIO of each agency to determine who to survey. The purpose of the survey is to find out where each organization is. Therefore, the results are expected to vary from agency to agency. Claudia was asked to include a place for individuals to indicate if they are a member of a CNIC work group. It was the consensus that no matter how the survey is distributed, it needs to be done in a positive manner and the message delivered that this is an opportunity to impact how the change is made.

Debrief on All Hands Meeting May 5, 2005

Raelynn indicated she has two quick action items and will send them out by e-mail so all members of the Peer Communications Group will have opportunity to respond.

Due to lack of time there was only brief discussion about the All Hands meeting. Members generally indicated a positive response to the meeting. It was stated that the 3x5 cards were appreciated even though there were some that thought they were a filter mechanism. All questions written down were read at the meeting. There was no filtering.

The meeting adjourned at 11:10 a.m.