



WORKDAY OREGON

Organizational Change Management Related Roles:

The benefits of having quality organizational change management capabilities within an organization are well known and needed within Oregon state government. With 92 agencies, varying from 2 to 8,000 employees, certifying one person per agency in change management is not easily achievable. Workday Oregon is helping to build change capability for the state in the following ways:

- **Agency Readiness Contact** – Each agency assigned someone the Agency Readiness Contact role to serve as the facilitator for the following efforts:
 - facilitate the collection of data
 - facilitate role assignment
 - validate organizational hierarchy in the system
 - ensure project communication cascades throughout their organization at all levels
 - provide feedback to the project from their organization
 - encourage employees to complete project surveys or assessments
 - act as their organization's go-to person for Workday Oregon
 - understand how Workday will affect their organization and inform the Workday Team of any concerns or challenges

Agency Change Leaders who are trained in PROSCI (by the Workday Oregon team or previously certified through PROSCI) were highly recommended to serve in this role for their respective agencies. Agency Readiness Contacts who were not PROSCI certified have had the Change Leaders in their program area to help them if they experience challenges accomplishing the above efforts.

- Individuals who are best suited for the Agency Readiness Contacts role are organized; detail oriented; highly dependable; technologically savvy; and possess many of the same skills needed for a Change Leader, such as strong communication skills; change champion; trusted; problem solvers; well respected; positive; energetic; and confident.
 - The workload this role will entail is unknown, as it will depend on the amount of work required by the efforts listed above. This position will provide valuable experience, and Agency Readiness Contacts' work will prove to be very important to their agencies' continued success with the Workday system.
 - Individuals will execute organizational change management tasks, building their own capabilities of change management work.
- **Change Leaders by Program Area** – The Workday Oregon Team acquired a PROSCI authorized change management trainer who trained and certified two classes of state employees at the end of 2017. Thirty-two individuals from agencies across Oregon's eight different budget program areas (Natural Resources, Education, Administration, etc.) were strategically selected to participate in these classes. These individuals, along with other previously certified (agency approved) employees, served as change leaders for their agencies and the other agencies within their respective program areas. After training they had the ability to utilize the PROSCI licensed change management tools and help lead state agencies through any major change management challenges, including those unrelated to the Workday Project effort.
 - Individuals who are best selected for the Change Leader role are described as: those with strong communication skills; change champions; excellent ambassadors of public service and your organization; trusted; problem solvers; well respected; positive; energetic; confident; and are individuals who can help any employee, agency director, manager or human resources professional successfully navigate major change management challenges if given training and tools to do so.
 - Individuals in this role will benefit both from PROSCI training and by working directly with the Workday (HRIS) Project Organizational Change Management team.

- [Agency Subject Matter Experts \(SME\) \(Work stream Participants\)](#) – Consultants to the Workday team who provide unique input or expert advice for system design and decision making. Agency SMEs may be asked to answer a few questions or they may be needed for a week of meetings to deal with a significant area of challenge. The decision matrix provided on our website, [here](#), clarifies the decision-making hierarchy for Workday Oregon. Benefits of being an Agency SME include the opportunity to:
 - contribute to system design
 - clarify unique challenges facing the state
 - build their knowledge of Workday as they become their own agency’s super users later in the project

As part of an ongoing support of Workday, we create on demand work groups (as needed) for system enhancements. Either the Workday experts or the Agency SMEs will suggest participants throughout various agencies whom they believe will help the workgroup with testing enhancements, suggestions on configuration, and problem solving towards specific agency needs. We appreciate everyone who has participated in these work groups as they hold great influence in how we adjust enhancements to best meet the demands of the enterprise.