

Modernization Program Organizational Change Management Plan

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Document Maintenance

This document is maintained by the Modernization team and will be reviewed and updated annually or when major revisions are necessary. Periodic process reviews assess the effectiveness of program plans and processes. Any identified changes or improvements are incorporated in program processes and reflected within revisions to these program plans. All program plans are stored within the program's file share here: <\\WPOEDFILL04\Modernization\00 Program Management\Program Plans>

Version	Date	Author	Change Description
V1.0	12/2018	Darlene Crawford, Modernization Change Management Analyst	Initial version of the document.
V1.1	03/2020	Salena De La Cruz-Forsythe, Modernization Business Analyst	Updated to include change log comments, communication and engagement activities.
V2.0	08/2021	David Ford, Modernization Program Manager Jenny King, UI Modernization Project, Implementation Project Manager	Edited document for clarity and accuracy as UI Modernization Project kicks off, and to incorporate change log comments and feedback provided by EIS P3 review for project SG3.
V3.0	04/2023	Martin Kraal, Modernization Business Analyst	Added language to support the inclusion of Paid Leave Oregon benefits and updated standardized text to align with other plans.

Program Overview

The Employment Department's Modernization Program is a multi-year initiative focused on transforming the agency's business processes and core technology systems. Computer systems supporting receipt of unemployment insurance (UI) taxes, Paid Leave Oregon contributions, payment of UI and Paid Leave Oregon benefits, and delivery of employment services will be replaced or established. Further, business processes will be transformed to take advantage of opportunities and benefits available through new system capabilities.

Document Purpose

This program plan describes the objectives, principles, and goals guiding organizational change management (OCM) activities throughout the life of the Modernization Program. It provides a roadmap of key OCM methodologies and approaches that may be used by the Modernization OCM team to help prepare employees for changes resulting from the Modernization projects. Separate OCM plans for each project will be developed outlining tactical activities to prepare managers and their employees to adapt successfully to those changes.

Document Audience

This document is intended for these primary audiences:

- **Sponsors and steering committee members** – to understand OCM processes that will be followed, as well as their role in identifying and responding to OCM needs. They also have a leadership responsibility to ensure these processes are appropriate and are enforced.
- **Internal and external oversight entities** – to monitor whether appropriate OCM processes are in place and continue to be followed.
- **Program and project team members and vendors** – to understand OCM processes that will be followed, as well as their role in OCM activities to ensure successful employee transition and adoption of new systems and processes.
- **Agency employees and interested parties** – to provide an understanding of the approach the Modernization OCM team will use to support them through change.

Document Relationships

This plan is an extension of the Modernization Program's Project Management Plan. This plan also relies upon or references other plans. For a complete list of document relationships, see the Document Matrix in the Modernization Document Registry located here: <Q:\00 Program Management\Program Plans\Document Registry>.

Risks, Assumptions, and Constraints

RISKS

Risks related to Modernization OCM activities and other project-level OCM activities will be described and managed through the program's risk and issue process. See the Modernization Program Risk and

Issue Management Plan for further details on the risk and issue process. The Risk and Issue Management Plan is located here: Q:\00 Program Management\Program Plans\Risk and Issue Management Plan. See the Modernization Risks and Issues Registries for a current listing of OCM risks. The registries are located here: Q:\00 Program Management\Risk-Issue\Risk and Issue Registries.

ASSUMPTIONS

- Modernization sponsors, leaders, and agency managers will assist with the successful transition and change adoption by supporting and championing changes resulting from Modernization.
- Modernization sponsors, leaders and agency managers will be available to provide guidance and feedback to employees during OCM planning and activities.
- Modernization sponsors, leaders, and agency managers will allow employees the time to learn about and understand the changes resulting from Modernization.
- The Modernization OCM team will work with Modernization sponsors and agency managers to identify employees who can be agents for change at the office, section, and unit levels. The Modernization OCM team is further described in the Roles and Responsibilities section of this document.
- Managers will provide employees who are change agents with the time and resources to assist the Modernization OCM team in change activities. Activities may include the identification of impacts, risks, and denial or resistance at the office, section, and unit levels.
- The Modernization OCM team will work closely with the Modernization Communication team to identify appropriate channels of communication regarding changes as well as in recommending key messaging resulting from assessments and other OCM activities.
- Training will be provided as part of the outcomes from the Modernization projects. OCM activities may overlap and influence training activities. When appropriate, the Modernization OCM team and other project and agency subject matter experts will assist the training team with end-user training classes and work sessions.
- The Modernization OCM team will provide appropriate change information to agency managers who will ensure that updates to position descriptions resulting from Modernization are in alignment with new business processes and work flows. The agency's Human Resources office will review updates to the position descriptions to identify any necessary adjustments to position classifications.
- Solution providers will partner with the Modernization project teams to identify impacts and work with the Modernization OCM team to plan change tactics and activities.
- The Modernization OCM strategies and activities will align with the agency's culture and strategic plans. The Modernization OCM strategies and activities will also be coordinated with other OCM initiatives across the agency and in coordination with the solution providers.
- The Modernization OCM strategies and activities will align with the agency's overall vision for the Modernization Program goals.

CONSTRAINTS

The Modernization team has a dedicated team to plan and execute OCM activities. If additional resources are needed for these activities, Modernization sponsors will determine and implement a strategy for staff augmentation to assist in these activities.

Roles and Responsibilities

Significant roles and responsibilities for OCM and readiness activities are described below. These roles reflect shared ownership between the Modernization team, Modernization sponsors, steering committee members, and business areas. All members of the program and project teams have a responsibility to ensure the success of transitioning the agency and employees to the new systems. This includes notifying the Modernization OCM team of any OCM needs, issues, and risks they identify. Modernization sponsors, team members, and vendors must demonstrate timeliness, honesty, and transparency during agency Modernization changes, including communicating what is known to be true, what is believed to be true, and what is still unknown, along with a timeline for when clarity and additional information should be available.

Figure 1 – Roles and Responsibilities

Roles	Responsibilities
Modernization Executive Sponsor (Agency Director)	Stays informed on the changes that will occur as a result of Modernization. Endorses agency wide and external messages. Serves as a role model for effective change by communicating positive messages about the change. Communicates a vision for change to agency managers and employees. Holds executive management team accountable in supporting Modernization changes, delivering OCM messaging to their teams, and serving as a role model for effective change. Provides guidance and direction on people-related issues escalated by the Modernization Program Sponsor.

Roles	Responsibilities
<p>Modernization Program Sponsor (Modernization Director)</p>	<p>Serves as a role model for effective change by communicating positive messages about the change.</p> <p>Maintains executive-level relationships with internal and external partners.</p> <p>Ensures the Modernization Program has the needed funding and positions for OCM activities.</p> <p>Ensures the OCM team has skilled and adequate resources to plan for and execute Modernization OCM activities.</p> <p>Provides guidance and direction on people-related issues escalated by the OCM team.</p> <p>Communicates a vision for change to internal and external partners.</p> <p>Facilitates Modernization Executive Steering Committee meetings which include topics regarding program and project OCM activities.</p> <p>Communicates OCM progress updates, decisions, impacts, and concerns to the agency director and other agency executives, as well as to external oversight entities and agency partners.</p> <p>Communicates OCM goals and objectives to the Modernization team, steering committee, agency managers, and employees.</p> <p>Reviews and approves OCM messages and deliverables for consistency and accuracy, or facilitates review by other project members as necessary.</p> <p>Reviews and approves OCM methodologies, strategies, and tools to utilize in program- and project-level OCM plans and activities.</p> <p>Provides oversight and direction for OCM plans, strategies, and activities for Modernization Program and its projects.</p> <p>Assists in removing road blocks at the executive level.</p>
<p>Modernization Business Sponsors (Unemployment Insurance Division Director Workforce Operations Division Director Paid Leave Oregon Director Chief Information Officer)</p>	<p>Stays informed of the changes that will occur as a result of Modernization.</p> <p>Communicates a vision for change to their respective managers and teams and serve as champions for change.</p> <p>Serves as a role model for effective change by communicating positive messages about the change.</p> <p>Holds their managers accountable to support changes, communicates change impacts, and prepares their employees for the changes.</p> <p>Communicates program and project updates, decisions, and impacts related to change activities to operational managers and agency employees.</p> <p>Provides input on OCM messaging and informs the OCM team of any resistance they may be experiencing.</p>

Roles	Responsibilities
<p>Modernization Executive Steering Committee Modernization Operations and Policy Team</p>	<p>Stays informed of the changes that will occur as a result of Modernization.</p> <p>Identifies and develops key change messages at the program and project level. Stays informed of OCM activities and provides guidance when needed.</p> <p>Serves as a role model for effective change by communicating positive messages about the change.</p> <p>Communicates a vision for change to agency managers and employees, and serves as a champion for change.</p> <p>Holds their managers accountable to support changes, communicates change impacts, and prepares their employees for the changes.</p>
<p>Deputy Modernization Director</p>	<p>Reviews and provides input on OCM methodologies, strategies, and tools to utilize in program- and project-level OCM plans or activities.</p> <p>Stays informed of the changes that will occur as a result of Modernization.</p> <p>Serves as a role model for effective change by communicating positive messages about the change.</p> <p>Communicates a vision for change to agency managers and employees, and serves as a champion for change.</p> <p>Communicates OCM goals and objectives to the Modernization team, agency managers, and employees.</p> <p>Reviews OCM messages and deliverables for consistency and accuracy, or facilitates review by other Modernization team members as necessary.</p> <p>Participates in monthly communication planning sessions, as a member of the Modernization Communications team, to review progress of planned communications and plan for upcoming OCM messages and activities.</p> <p>Provides supervision of the Modernization OCM team analysts.</p> <p>Ensures that OCM activities are properly planned and implemented in a timely manner.</p> <p>Ensures project managers are assigned to, involved in, or aware of Modernization OCM activities appropriate to their role.</p>
<p>Modernization Program Manager</p>	<p>Develops and maintains the Modernization Program OCM Plan and the Modernization project-specific OCM plans with assistance from assigned Modernization project managers and analysts.</p> <p>Participates in monthly communication planning sessions, as a member of the Modernization Communications team, to review progress of planned communications and plan for upcoming OCM messages and activities.</p> <p>Serves as a role model for effective change by communicating positive messages about the change.</p>

Roles	Responsibilities
<p>Modernization OCM team (Agency and vendor team comprised of: OCM analysts, business analysts, user experience analyst, and solution vendor(s) OCM team)</p>	<p>Plans and executes OCM activities in a timely manner.</p> <p>Schedules and leads OCM update meetings and work sessions.</p> <p>Participates in all appropriate team meetings and agency meetings related to changes that result from Modernization projects.</p> <p>Partners with the Modernization Communications Officer and team members to ensure that communications related to OCM are consistent and aligned with agency-wide standards, branding, and style guide.</p> <p>Partners with the solution vendor(s), and other Modernization team members, to execute, coordinate, and facilitate OCM activities and deliverables.</p> <p>Assists in the identification of unit managers, team leads, and other employees who will serve as Modernization project change partners and change agents.</p> <p>Provides OCM coaching and support to managers and leaders throughout the agency in support of the program and its projects.</p> <p>Supports other Modernization team members, solution vendor(s), and the Modernization Communications team as they provide guidance and support for OCM activities and expertise while performing their roles for Modernization.</p> <p>Partners with the Modernization sponsors, solution vendor(s), and other Modernization team members to identify and mitigate resistance at the division and unit levels.</p> <p>Identifies and selects the change methodology and tools deemed the most suitable for success under guidance from the Modernization Program Sponsor and Deputy Modernization Director.</p> <p>Conducts OCM readiness assessments during each Modernization project.</p> <p>Works with Modernization project managers, team members, solution vendor(s), and agency subject matter experts as impact assessments are completed for each Modernization project.</p> <p>Coordinates and collaborates with other OCM efforts across the Program, agency, and externally.</p>
<p>Modernization Program and project analysts</p>	<p>Provides business process and technical content, as needed, for OCM activities such as creating an awareness of changes to the current state and creating understanding of the future state for impacted employees and processes.</p> <p>Serves as a role model for effective change by communicating positive messages about the change.</p>

Roles	Responsibilities
<p>Modernization Communications Officer</p>	<p>Partners with the Modernization sponsors, Deputy Modernization Director, Modernization OCM team, and solution vendor(s) to ensure that appropriate channels of communication are available and used consistently.</p> <p>Partners with the Modernization sponsors, Deputy Modernization Director, Modernization OCM team, and solution vendor(s) to develop program and project messages related to OCM awareness and activities.</p> <p>Ensures Modernization OCM messages are consistent with agency and Modernization Program standards, branding, and style guides.</p> <p>Maintains and updates the program and project contacts registries which may be leveraged by the Modernization OCM team.</p> <p>Delivers program and project OCM messages to agency business partners when appropriate.</p>
<p>Change Partners (Agency managers and others assigned this role for each project)</p>	<p>Assists the Modernization OCM team to identify resistance at the unit level.</p> <p>Ensures that OCM activities are performed and reinforced at the unit level.</p> <p>Reports any unit-level change needs to the Modernization OCM team.</p> <p>Works with the OCM team to address business readiness challenges or issues.</p> <p>Works with the OCM team on transition plans at the unit level.</p> <p>Serves as a role model for effective change by communicating positive messages about the change.</p> <p>Actively coaches staff to assist and support them in the adoption of the changes.</p> <p>Works with the OCM team to build commitment and ownership of staff within their business unit.</p>
<p>Change Agents (Typically, agency employees who are project subject matter experts, testers, trainers, and others willing to assist with OCM activities for each project)</p>	<p>Acts as advocates of change within their business units by communicating positive messages of the change.</p> <p>Provides peer-to-peer support for identified changes.</p> <p>Assists peers in the adoption of the changes.</p> <p>Participates in developing and implementing a transition plan for their unit.</p> <p>Reports any change needs or resistance to their assigned change champion or the Modernization OCM team.</p>

Roles	Responsibilities
Solution vendor(s)	<p>Partners with Modernization OCM team for creation and coordination of OCM activities.</p> <p>Identifies impacts and works with the OCM team to plan change tactics and activities.</p> <p>Communicates project updates, decisions, and impacts related to change activities to Modernization Leadership Team and Modernization Operations and Policy Team.</p> <p>(Project-specific plans will provide details on roles and responsibilities for solution vendor(s) and their deliverables, as they will vary from contract to contract.)</p>
Modernization Senior Quality and Risk Analyst	<p>Monitors and facilitates management of OCM risks.</p> <p>Conducts quality control reviews of OCM processes.</p>
Independent quality management services (iQMS) vendor	<p>Conducts independent quality control reviews of OCM processes.</p>

Definition of Organizational Change Management (OCM)

OCM is the process of applying a structured approach to managing the people side of change. It contributes to a smoother transition and enables higher adoption and usage among impacted groups. Using OCM with each of our change initiatives we are able to:

- Systematically prepare our leaders with the process, tools and techniques to manage the people side of change to help us achieve the desired business outcome.
- Provide training and other activities that prepare employees for the transition from the way things are today to a new way of doing their work.

Examples of organizational changes include new policies and procedures, new systems, new technologies, and reorganizations. OCM will be included as an integral part of the Modernization Program and its projects.

Importance of OCM

OCM is critical for the success of the Modernization Program and each Modernization project. Lessons learned from OCM practitioners and other OCM initiatives indicate that a successful OCM strategy includes:

- Effective change leadership;
- Committed sponsors;
- A shared vision and purpose for the change;
- Engaged employees throughout the project;
- Change partners and agents for change at each level of the organization;

- Effective and timely communications about the changes and identified or known impacts;
- Awareness and management of change fatigue – people can become burned out because there are too many concurrent changes in the organization, the change takes a long time, or there is a large learning curve to successfully incorporate the change into their job duties; and
- Celebration of accomplishments, including “small wins” throughout each project.

The Modernization Program will leverage these lessons learned as well as lessons learned from chartered projects, other agency and state projects, employment departments in other states, and industry OCM best practices.

OCM Best Practices

The Modernization OCM team will incorporate the following OCM best practices while it plans for and completes activities and deliverables for each project:

- **Build change capability** – Build change capability throughout the agency with comprehensive change plans for each project. These plans include coaching and preparing managers with toolkits and skills for successful change. Agency leaders will create an inspiring vision and a sense of urgency, generate desire, and empower people.
- **Focus on priorities** – Modernization projects will create a significant number of changes. The Modernization OCM team will work with agency managers to identify and address the areas of greatest need.
- **Be responsive** – Specific project-level OCM plans will be modified as appropriate to meet the needs of employees and address any intricacies that diverse units may have.
- **Acknowledge the past** – An essential part of OCM is recognition and acknowledgement of the work employees have done to develop, support, and maintain the current business processes and systems. Employees are crucial to the project because they possess the knowledge of the current business rules and processes, as well as challenges and reasoning that can inform the project team as they design new systems and bring about organizational changes. OCM includes helping employees “say goodbye” to the current way of doing things.
- **Celebrate small wins** – Large and lengthy organization-wide projects can cause change fatigue for employees. Celebrating small wins throughout the project lifecycle helps to remind employees that accomplishments include more than just the end result. Examples of small wins include completion of project deliverables and key milestones, such as business process mapping and completion of system testing.

OCM Key Messages

The Modernization OCM team will work closely with the Modernization Communications Officer and Modernization sponsors to identify key change messages for the program and each project. The messages will be timely and reinforce OCM best practices. The goal of key messages is to create a commitment from agency management and employees.

Key message themes will be identified that show the agency’s commitment and investment in agency employees. This could include messages about the agency’s commitment to job security, agency support during times of learning and transition, culture shifts, and changes to business processes. Key messages

related to change will also address key themes of concern identified during employee and agency change readiness assessments.

OCM Methodologies

The Modernization OCM team, under guidance from the Modernization Program Sponsor and Modernization Deputy Director, will select the change methodology and tools deemed the most suitable for success. The methodology and tools selected will drive specific OCM activities, such as readiness assessments, workshops, training, and coaching, as well as selection criteria for any vendor contracted to assist in change activities. The OCM team may select a specific methodology, but also include methods and tools from the other methodologies to supplement and reinforce project-level change activities. The selected methodology and tools will be described in the project-level OCM plans. Below are some commonly used OCM methodologies:

- **ADKAR™:** This is a change model developed by Prosci™ that includes five milestones an individual must achieve in order to change successfully. It provides leaders and change practitioners a framework and specific tools for helping people embrace and adopt changes.
- **Kubler-Ross Five Stage Model:** This model was developed to demonstrate the grieving process. The model has been adapted by change practitioners to help individuals and leaders understand and deal with the stages leading to the acceptance of change. Individuals (and work groups) may experience some or all of these stages which include denial and resistance. See Appendix A for examples of denial and resistance.
- **Kotter's Change Model:** This model was developed by Harvard Business Professor John P. Kotter and is widely used by change management practitioners. The model is used to create an urgency around the change, remove obstacles to change, and anchor the change into an organization's culture.
- **William Bridges Transition Model:** The William Bridges transition model is about focusing on the psychological process that's happening to people during change. Bridges' transitions theory describes three key stages that people transition through and that leaders and change managers need to be aware of so they can successfully move people forward through the change project.

OCM Approach and Phases

As the Modernization projects move forward, specific and individualized tasks will be identified and documented for each Modernization project (e.g. Modernization Unemployment Insurance Project, Workforce Modernization Project). OCM activities will be divided into three high-level phases for each Modernization project: preparation, implementation, and reinforcement. This section identifies OCM activities that will be completed during each of these Modernization projects.

PREPARATION

The OCM preparation phase will occur during each Modernization project's planning and design phase. During this phase, the OCM team will gather key data and information to build specific change strategies, tools, and plans for each Modernization project. Activities may include:

- Develop specific OCM project plans during the planning and design phase of each Modernization project.

- Develop key OCM messages specific to each project.
- Identify project-specific OCM strategies and tools.
- Develop a deliverable schedule for project-level OCM activities.
- Identify change partners and change agents for each Modernization project. This includes agency managers and team leads, as well as employees willing to provide unit-level peer-to-peer support during the changes.
- Determine the type and level of assistance that may be needed from the OCM team and the solution vendor to complete specific OCM activities for each project.
- As needed, develop and deliver general employee change awareness training, information, and coaching sessions to create an understanding of change readiness activities, roadblocks to change, common individual reactions to change, individual change styles, and tips for “surviving” and embracing changes as the agency transitions to a new way of doing things.

IMPLEMENTATION

The OCM implementation phase will occur during each Modernization project’s implementation phase. During this phase, the OCM team will complete activities and related tasks identified in each Modernization project-level OCM plan. Specific project-level OCM plans may include the following activities:

- In collaboration with the Modernization Communications team, deliver key change messages necessary to accomplish OCM activities.
- Conduct orientation sessions and workshops for the network of change partners and change agents.
- Provide guidance and assistance to agency managers and team leads as they develop unit-specific transition plans.
- Actively monitor and engage with agency managers and team leads to identify change management opportunities and areas of concern specifically relating to issues, pain points, and denial or resistance.
- Provide guidance and direction to the change agents as they support their peers within their units as change activities take place.
- Monitor employee engagement during the transition and identify areas of denial or resistance.
- Conduct readiness assessments with agency managers and employees to determine the current state of readiness for the changes. This could include readiness workshops and surveys to determine how ready, willing, and able employees are to incorporate the change. Typically three assessments are conducted during each project:
 - The first readiness assessment is conducted during the beginning of the design phase of each project to determine general awareness of the changes and establish a baseline for future assessments.
 - The second readiness assessment is conducted prior to each project’s go-live to collect and analyze readiness data and address outstanding change issues. This assessment provides the project team with information about each office, section, and unit’s

employee readiness for day one of after go-live. Results from this assessment will also inform the training team so they can adjust training content development if needed.

- The third assessment is conducted after each Modernization project's go-live and is described below in the reinforcement phase of this plan.

Other, less formal assessments may be conducted throughout each project's lifecycle as needed. Appendix B shows sample questions that could be included in a readiness assessment during a project's implementation phase.

- Involvement during impact assessments in partnership with other project team members, solution vendors, and subject matter experts. Impact assessments identify how the changes will affect the agency's business operations for each office, section, and unit. This assessment includes, but is not limited to, the analysis of impacted workloads, processes, workflows, and operational policies and procedures. The information can be used to determine the number of individuals affected by the changes, staffing or workflow shifts, overall magnitude of each change, and key shifts in the way employees will do their work. The Modernization OCM team will leverage this information to customize change activities at the unit level for each project, to further identify pockets of resistance, and to develop strategies to reduce resistance. This information may also be used to inform the agency's managers as they identify needed updates or adjustments to position descriptions and the agency's Human Resources office as they review position classifications.
- Provide the project teams and Modernization sponsors input related to change readiness to assist in determining readiness of impacted employees for performing their roles in the new systems.
- Partner with project business analysts and training coordinators to develop measures of success for knowledge transfer of new processes, new systems, and new business practices.

REINFORCEMENT

The OCM reinforcement phase will occur after each Modernization project's go-live. During this phase, the OCM team will engage in activities that focus on sustaining the change over time. Activities may include:

- Conduct an assessment 60-90 days after go-live to evaluate employee comfort and competency levels in using the new systems, and employee adoption of new agency business processes. This assessment will also be used to identify new areas of resistance that may occur post go-live as employees adjust to the new way of doing their work.
- Conduct and document "lessons learned" for change activities.
- Monitor and assess the success of the people side of transition after each project's system implementation and adjust OCM plans and activities for future projects as needed.
- Identify and conduct necessary on-going OCM activities.
- Transfer on-going OCM activities to the unit level. Examples include providing lessons learned information in preparation for future OCM transitions and providing advice for updating and maintaining new unit-level business process documents.

Evaluating Success

The Modernization OCM team will gauge and monitor success throughout the life-cycle of each Modernization project.

CRITERIA FOR SUCCESS

Criteria for determining the success of Modernization OCM activities include:

- Modernization sponsors and agency managers continue to model, support, and advocate for the Modernization changes.
- Modernization sponsors and agency managers provide recognition and celebration of small wins throughout each Modernization project and post-implementation.
- Managers effectively update position descriptions to reflect changed business processes and tasks. The agency's Human Resources office validates updated position descriptions to ensure appropriate position classifications.
- Change partners and change agents are actively involved in Modernization OCM activities by providing peer-to-peer influence and support at the unit level throughout each Modernization project and post-implementation.
- Agency employees can articulate the agency's vision of the future state.
- Agency employees can articulate the reasons for change and the opportunities that modernized systems have provided to streamline processes.
- Agency employees are engaged and involved throughout the Modernization change process, such as assisting with their unit's transition activities, attending information sessions, and completing training on the new systems and business processes while being assessed for levels of resistance to be coached for ongoing successful adoption
- Agency employees understand and can demonstrate the new way of doing things and have adapted to the new systems and business processes.

Status Reporting

At a high level, the health of organizational readiness will be reported monthly during the course of each Modernization project by the Independent Quality Management Services Vendor.

The OCM activities will be reported monthly as part of project reporting for the steering committee per the Modernization Program Governance Plan. Risks and issues will be reported through this report and identified in the Modernization Risk and Issue Registry.

Approving Authorities

Renee Royston
[Renee ROYSTON \(Apr 27, 2023 18:03 PDT\)](#)

Renee Royston, Modernization Program Sponsor Date
Modernization Director

Brad McKinney
[Brad McKinney \(Apr 28, 2023 05:51 PDT\)](#)

Brad McKinney, Interim Deputy Modernization Director Date

David B. FORD
[David B. FORD \(May 1, 2023 08:26 PDT\)](#)

David Ford, Modernization Program Manager Date

Appendix A: Examples of Denial and Resistance

Below are examples of denial and resistance that can occur during organizational change and transition.

Denial – Employees believe (or hope) that the change will pass, so they continue doing business as usual. Examples of denial behaviors include:

- Avoiding the topic of change
- Failing to be curious about the change such as ignoring information and messages about the change
- Acting as if the change will not happen
- Continuing to do routine work
- Not taking any initiative to assist with change activities
- Focusing on other, less important tasks

Resistance – Employees feel frustrated, angry, and fearful about the change. Resistance can be a result of internal feelings of anxiety, self-doubt, a lost feeling, depression, confusion, and change fatigue.

Examples of resistance behaviors include:

- Grumbling and sometimes anger
- Being continually challenging and skeptical
- Telling others that the change is not needed, will not work, or is too difficult to adapt
- Refusing requests by the OCM team to assist with change management activities
- Attempting to sabotage project progress
- Refusing to attend change management unit activities or new system training
- An increase in sick days
- A decrease in work performance

Appendix B: Sample Change Readiness Assessment Questions

Below are sample questions that could be included in a readiness assessment for employees during a project's implementation phase.

Sample Instructions: For each statement, in the column to the right, enter the number that best represents your readiness for the changes. Responses are interpreted as follows:

- 1=Strongly Disagree
- 2=Disagree
- 3=Neutral
- 4=Somewhat Agree
- 5=Agree
- 6=Strongly Agree

Statement	Response (number between 1-6)
I can explain the overall goals for this Modernization project.	
Key leaders in the agency are clear and consistent in communicating the change and vision of the future.	
Key leaders are supportive of the change and act as champions for the change.	
The reasons for the change have been explained to my unit.	
I can explain to a co-worker how the change fits with the strategic goals of the agency and my unit.	
My unit is clear about what we need to do to make the project succeed.	
My direct supervisor/manager is supportive of the change.	
My unit has sufficient resources (people, training, and support) to help the project succeed.	
My unit has a plan to get ready for the change.	
My direct supervisor/manager is providing the time I need to understand and assist my unit with the change.	
I am looking forward to learning the new business processes and systems.	
I believe that I will be ready for the change.	












Modernization Program OCM Plan V3.0

Final Audit Report

2023-05-01


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-  Document emailed to brad.a.mckinney@employ.oregon.gov for signature
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