

**Appendix C.1**  
**Statement of Work 1**  
**to**  
**Contract Number [KXXX]**  
**for**  
**OCM Services Consultants**

This Statement of Work (SOW) is made and entered by and between the State of Washington (“State”), and *[Bidder Firm Name]* (“Contractor”), for specific Organizational Change Management (OCM) Services to support One Washington activities. This SOW incorporates by reference the terms and conditions of Contract Number *[KXXX]* in effect between the State and Contractor. In case of any conflict between this SOW and the Contract, the Contract shall prevail unless the SOW expressly indicates that the SOW language governs. The State and Contractor agree as follows:

**Project or Task Objectives**

In support of the state enterprise transformation, the objective of this SOW is to build a long term OCM practice for One Washington. With experienced Contractor staff, Contractor will provide consistent and ongoing support to One Washington for OCM activities, and collaborate to develop, implement, guide and monitor OCM activities as follows:

Work with One Washington to develop, implement, guide, monitor and support the transformation.

Work with agencies to monitor transformation readiness and consult to the state on 1) proactive post-implementation activities to sustain adoption of the transformation, and 2) develop strategic interventions to get agencies back on track, as needed.

To this end, Contractor will support One Washington through the initial ERP business functional area implementation.

**Scope of Work and Deliverables**

Contractor will provide consulting services to support the design, development and implementation of the One Washington OCM practice and transformation processes. Contractor will seek input from stakeholder agencies when developing each element of the Program’s overall OCM practice to ensure that 1) the approach, timing and content address stakeholder change management needs, and 2) stakeholders are regarded as key business partners in order for the state enterprise to successfully adopt and sustain the transformation. The vendor will retain and make available upon OFM’s request, emails and/or other written documentation to validate and report on Contractor’s approach to obtaining stakeholder buy-in, soliciting feedback and obtaining stakeholder agreement with Contractor’s deliverables, from conceptualization to delivery.

Contractor will also:

- Develop and implement a variety of stakeholder feedback loops for One Washington throughout the effort. This will include, but is not limited to, the baseline assessment, submission of feedback from agencies of their perceptions of progress being made by the Program, and any concerns voiced regarding the process.
- Provide OCM services supporting the One Washington transformation.

- Develop Program staff knowledge, skills, and abilities commensurate with enterprise OCM support so that the Program will be able to support the OCM practice for One Washington projects.
- Provide preparation for specific changes to the variety of state employee roles that will be impacted by the transformation, as well as performance measures for processes directly linked to outcome and system measures.
- Collaborate with the Program, partner agencies and ERP solution provider during readiness activity planning and execution, and ERP implementation, to achieve successful and sustained adoption of the ERP. One Washington expects an OCM provider to bring a proven methodology and framework for assisting the state and its agencies with planning for and supporting the scale of change required by the new ERP.
- Consult with the state regarding the merits and practicality of leveraging the state's existing Lean practitioners to integrate the OCM plan into the current continuous improvement system. Then, develop and implement the approach to a continuous improvement model with a schedule of check points to validate the sustained transformation of business processes and utilization of the new ERP. This effort will incorporate stakeholder feedback and illustrate lessons learned.
- Collaborate with the Program Management Office (PMO), OFM Lean practitioners, OFM information technology leaders and OFM business analysts to incorporate all OCM activities into the Program's project schedule and to identify, log and manage OCM risks.

**Deliverables and Due Dates for this SOW:**

1. Develop a *measurement of quality metrics* for One Washington program performance
  - The draft quality metrics will be delivered to the Program no later than September 30, 2019.
  - The final quality metrics will be delivered to the Program no later than November 30, 2019.
2. Develop *stakeholder feedback loops* for the One Washington Program.
  - The draft stakeholder feedback loops will be delivered to the Program no later than September 30, 2019.
  - The final stakeholder feedback loops will be delivered to the Program no later than November 30, 2019.
3. Develop a *comprehensive OCM program* for the One Washington Program.
  - The draft comprehensive OCM program design will be delivered to the Program no later than October 31, 2019.
  - The final comprehensive OCM program design will be delivered to the Program no later than December 31 2019.

4. Develop a ***measurement of, and preparation for, specific changes to the variety of state employee roles*** for the One Washington Program. Provide distinction between OCM process and outcome measures vs. actual transformation measures.
  - The draft plan with measurement for the changes to state employee roles will be delivered to the Program no later than January 31, 2020.
  - The final plan with measurement for the changes to state employee roles will be delivered to the Program no later than March 31, 2020.
  
5. Develop a ***continuous improvement model with a schedule of check points*** for the One Washington Program.
  - The draft plan with measurement for the continuous improvement model and schedule of check points will be delivered to the Program no later than January 31, 2020.
  - The final plan with measurement for the continuous improvement model and schedule of check points will be delivered to the Program no later than March 31, 2020.
  
6. Contractor will produce a ***monthly status report*** containing information for all of the Contractor's One Washington activities and responsibilities. This report will include, at a minimum:
  - Comprehensive status and health across all active Statements of Work
  - Status and health of the efforts within each of the active Statements of Work
  - Status of activities worked on and/or completed in the prior month
  - A summary, by agency, of stakeholder activities and identify any instances where successful stakeholder efforts are impeded
  - Activities that were scheduled to be completed in the prior month but were not, including an explanation as to why
  - Activities scheduled for the upcoming month and beyond
  - Any issues, risks or concerns that may affect the success of the One Washington program especially, scope and schedule -- this will include countermeasures to avoid, control/mitigate, accept or transfer identified risks
  - Staffing items as needed

### **Assumptions**

*[Instructions to Bidder: Populate this section with the assumptions, if any, used when developing the scope, deliverables, timelines, resources and pricing contained within this Statement of Work.]*

### **Timeline and Period of Performance**

The period of performance for this project will start on the date of signature by both parties and the work tasks are estimated to continue through June 30, 2021. The State has the right to extend or terminate this SOW at its sole discretion.

No work shall be performed by Contractor until this SOW is executed by Contractor and the State and is received by Contractor.

### **Contractor Staff, Roles and Responsibilities**

Contractor will provide, at a minimum, *[[Instructions to Bidder: propose staffing requirement for this SOW]]* resources to support One Washington Program OCM objectives, tasks and activities. These individuals will be defined as “Key Staff” and the roles are described below:

#### **Primary OCM Practitioner**

The Primary OCM Practitioner will support and advise the One Washington Program and will serve as the Contractor’s primary counterpart and main contact to the One Washington Enterprise Transformation Administrator.

This individual must have least fifteen (15) years of direct experience in leading statewide process transformations or implementations and be a leader within their firm or company in providing statewide process transformations or implementations. This role should not be staffed by an individual whose primary responsibility is account management. One Washington appreciates that there may be times that working with account management resources may be advantageous, but the Primary OCM Practitioner role must be filled by someone whose experience and area of focus is statewide process transformations or implementations.

It is expected that this individual will be available onsite in Olympia, WA at least four (4) days a week throughout the duration of the agreement and available remotely as needed. The Primary OCM Practitioner will participate as needed in One Washington meetings at the discretion of the One Washington Program Director. Examples include program planning, stakeholder participation, program governance, program status, risk/issue/concern identification, documenting decisions and remediation.

#### **OCM Practitioner Lead**

The OCM Practitioner Lead will lead, coordinate or complete Contractor tasks, activities, deliverables and responsibilities across all Contractor One Washington Statements of Work. This individual will also act as the key point of contact between the One Washington Program and the Contractor organization.

This individual must have at least ten (10) years direct experience participating in statewide process transformations or implementations and must have previously led at least one transformation/ implementation similar to the size and scope of One Washington from inception to conclusion.

It is expected that the OCM Practitioner will be staffed full-time on the One Washington Program. This individual must be available onsite in Olympia, WA at least four (4) days a week and available remotely when offsite.

*[[Bidder to add additional proposed staff and their role(s) here]]*

### **Contractor Staff Locations**

The Contractor’s resources assigned to this Statement of Work will have the following expectations:

- Primary OCM Practitioner – Collocated onsite with the One Washington project team in Olympia, WA at least four (4) days a week.

- OCM Practitioner Lead- Collocated onsite with the One Washington project team in Olympia, WA for a minimum of four (4) days a week

**Methods, Tools and Solutions**

The Contractor will provide the following methods, tools or solutions through this Statement of Work:

[describe methods, tools or solutions]

**Compensation and Payment**

*[Instructions to Bidder: Populate the paragraph below and the staffing pricing template to provide clarity as to monthly rate of the Statement of Work and how the pricing was developed.]*

The State will pay Contractor an amount not to exceed [\_\_\_\_\_] dollars (\$\_\_\_\_) *[specify maximum monthly dollar amount]* for the monthly performance of all activities necessary for or incidental to the performance of work as set forth in this SOW. This will be a fixed monthly fee that will remain constant for as long as the Statement of Work is in effect. Contractor’s compensation for services rendered shall be based on Contractor’s Prices as set forth in the Pricing Details: Staffing provided below. Resource rates include all expenses associated with the resources including: travel, pricing for specialized skills, pricing for onsite or offsite resources, etc. The State will not reimburse or pay for any expense or item not detailed in the table below.

**Pricing Details: Staffing**

| #                    | Role                     | Name(s)           | Deliverable   | Activity/Activities | Hours per Month | Rate    | Total      |
|----------------------|--------------------------|-------------------|---|---------------------|-----------------|---------|------------|
| 6                    | Primary OCM Practitioner | [Bidder populate] | Monthly Status Report   | [Bidder populate]   | [xx]            | [\$xxx] | [\$x,xxx]  |
|                      | OCM Practitioner Lead    | [Bidder populate] |   |                     | [xxx]           | [\$xxx] | [\$xx,xxx] |
| <b>MONTHLY TOTAL</b> |                          |                   |   |                     |                 |         | [\$xx,xxx] |
| #                    | Role                     | Name(s)           | Deliverable   | Activity/Activities | Hours           | Rate    | Total      |
| 1                    | OCM Practitioner(s)      | [Bidder populate] | Measurement of Quality Metrics for One Washington Program Performance | [Bidder populate]   | [xxx]           | [\$xxx] | [\$xx,xxx] |
| 2                    | OCM Practitioner(s)      | [Bidder populate] | Stakeholder Feedback Loops for Program                                | [Bidder populate]   | [xxx]           | [\$xxx] | [\$xx,xxx] |
| 3                    | OCM Practitioner(s)      | [Bidder populate] | Comprehensive OCM Program   | [Bidder populate]   | [xxx]           | [\$xxx] | [\$xx,xxx] |

|              |                     |                          |  |                          |              |                |                   |
|--------------|---------------------|--------------------------|--|--------------------------|--------------|----------------|-------------------|
| 4            | OCM Practitioner(s) | <i>[Bidder populate]</i> | Measurement for Changes to State Employee Roles            | <i>[Bidder populate]</i> | <i>[xxx]</i> | <i>[\$xxx]</i> | <i>[\$xx,xxx]</i> |
| 5            | OCM Practitioner(s) | <i>[Bidder populate]</i> | Continuous Improvement Model with Schedule of Check Points | <i>[Bidder populate]</i> | <i>[xxx]</i> | <i>[\$xxx]</i> | <i>[\$xx,xxx]</i> |
| <b>TOTAL</b> |                     |                          |  |                          |              |                | <i>[\$xx,xxx]</i> |

**State Staff, Roles and Responsibilities**

*[Instructions to Bidder: Populate this section with the state staff required to complete the SOW with their roles and responsibilities.]*

**Deliverable Acceptance**

The Deliverable Acceptance process will conform to the process set forth in Contract Number **[KXXX]**.

*[[add any additional criteria for acceptance here]]*

**Change Order Process**

**Change Request Submission**

This process provides the ability for either the Contractor or One Washington to submit a request for a change to the Statement of Work. Either party:

1. Identifies a requirement for change to any aspect of the project (e.g. scope, deliverables, timescales and organization)
2. Completes a Change Request Form (CRF) and ensures that both the One Washington Program Manager, or their designee, and the Primary OCM Practitioner receive the form. The CRF summarizes the change:
  - a. Description
  - b. Business justification/reasons
  - c. Benefits
  - d. Costs
  - e. Impacts
  - f. Any supporting documentation
  - g. Approvals

**Review Change Request – Program Manager**

The One Washington Program Manager, or their designee, will review the CRF and determines whether or not additional information is required to assess the full impact of the change to the project time, scope and cost. The decision will be based on factors, such as:

- Feasibility and benefits of the change
- Complexity and/or difficulty of the change options requested
- Scale of the change solutions proposed.

The One Washington Program Manager, or their designee, will record the CRF details in the One Washington Change Log to track the status of the change request.

**Review Change Request – Program Director**

The One Washington Program Manager, or their designee, will make a recommendation and provide the Change Request Form with any supporting documentation to the One Washington Program Director for review and final determination. The Program Director will determine the feasibility of this change by examining factors, such as:

- The Program Manager’s recommendation
- Risk to the project in implementing the change
- Risk to the project in NOT implementing the change
- Impact on the project in implementing the change (time, resources, finance, quality).

The One Washington Program Director will:

- Reject the change and notify the Primary OCM Practitioner,
- Request more information related to the change from the Primary OCM Practitioner,
- Forward the change as requested to the Executive Director for approval,
- Return the change to the Primary OCM Practitioner to update the terms of the change.

In all events, the One Washington Program Director will notify the Contractor of the decision.

**Warranties**

Additional warranty language is not required for this SOW.

**Additional Insurance Requirements**

No additional Insurance Requirements

**Additional Terms and Conditions Specific to this SOW**

No additional Terms or Conditions specific to this SOW

*In Witness Whereof*, the parties hereto, having read this SOW [YY-YY] to Contract Number [KXXX] in its entirety, do agree thereto in each and every particular.

**Approved**

[State]

**Approved**

[Contractor]

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Signature

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Signature

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*Print or Type Name*

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*Print or Type Name*

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*Title*  
*Date*

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*Title*  
*Date*