

Appendix C.2
Statement of Work 2
To
Contract Number [KXXX]
For an
Organizational Change
Management plan

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 *[XXX-XXX-XXX]* 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:

1. Project or Task Objectives

The objective of this SOW is to secure experienced Contractor staff to provide consistent and ongoing support to the One Washington Program via the development of a comprehensive enterprise OCM plan.

2. Scope of Work and Deliverables

The Contractor will develop an integrated, comprehensive OCM plan based on proven methods and practices from other successful public sector ERP implementations and commensurately sized, enterprise-scale programs. In support of readiness activities, ERP implementation and sustained adoption of the change, the OCM plan will include at a minimum the following elements:

1. Baseline readiness assessment across the enterprise,
2. OCM framework
3. Communication plan,
4. Stakeholder analysis and engagement plan,
5. Consulting plan,
6. Resistance management plan,
7. Training plan, and a
8. Final comprehensive OCM plan.

One Washington will prioritize the above elements of work. The Program and Contractor will agree on clear timelines for the deliverables of each element of each of the components of work listed above.

Contractor will seek input from stakeholder agencies when developing each element of the Program's comprehensive OCM plan 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 Contractor will retain and make available upon OFM's request, emails and/or other written documentation to validate Contractor's approach to obtaining stakeholder buy-in, soliciting feedback and obtaining stakeholder agreement with Contractor's deliverables, from conceptualization to delivery.

1. Baseline Readiness Assessment

This is the first component of work. Beginning with the end-user perspective from within each of the four business functions, to mid-management, to data exchange with shadow processes and systems, there will be many people and components that must be identified and simultaneously transformed to achieve the goal of modernizing the state's core business functions. The Contractor will plan the work and measure the readiness of all state agencies, stakeholder groups and affected employees.

The Contractor will develop an approach, a timeline, and then conduct a baseline readiness assessment across the enterprise.

The Contractor will:

- a) Bring and implement appropriate tools such as stakeholder assessments, change readiness analyses, business result analyses, etc.; conduct an assessment, by agency, of change ability, bandwidth, culture and concerns, and alignment to the transformation, the potential for changing roles and standardized processes; apply diagnostic tools to determine, recommend and prioritize agency OCM needs.
- b) In developing a timeline, seek agency input, and then provide a draft timeline in a manner commensurate with stakeholder
- c) Among agencies, identify opportunities to promote collaboration, assistance and cost-sharing efficiencies in OCM and readiness activities;
- d) Meet with agency leadership to understand the business outcomes essential for their success;
- e) Continually plan, assess and evaluate training and organization development services against the agencies' business plans and the needs of agency leadership. The effort will identify risks and opportunities for change management at all levels and phases of the transformation.
- f) Promote successful relationships between the Program and all stakeholders in all of the Contractor's efforts.

The draft results of the Baseline Readiness Assessment will be delivered to the Program no later than October 31, 2019.

The final Baseline Readiness Assessment will be delivered to the Program no later than January 31, 2020.

For each of the elements of the OCM plan, the element must include, but is not limited to, identification of the:

- **Roles and responsibilities for both the Program and all agencies**, and identify specific OCM functions and activities that the Program will conduct and those functions, activities and responsibilities of agencies,
- Program and agency-level resources needed to support those OCM functions and activities,
- Specific OCM activities' deliverables and timeframes.

2. OCM Framework

This is the second component of work, beginning upon signature of this SOW by both parties. The Contractor will create a framework that will be the structure for the OCM program and the OCM plan for the One Washington program. The contractor, using their broad knowledge and expertise, will identify methodologies, a framework and tools for the support of transformation through the One Washington Program and across the enterprise.

Among other aspects, the framework will provide guidance regarding the approach to combine or coordinate the readiness efforts of subject matter experts from the Program and agencies in Finance, Budget, HR, Payroll, Contracts, Procurement, data, reporting, OCM, trainers, etc. By combining/collaborating it is meant that all of the individuals should be performing sufficient readiness activities together rather than in their individual areas of expertise. The requirement is to avoid the significant risk of preparing to implement an ERP a) while teams work in siloes, and b) create and prepare to use *non-unified naming conventions and definitions* across the state's future *integrated* Finance, Procurement, Budget and HR/Payroll system.

The draft OCM Framework will be delivered to the Program no later than October 31, 2019.

The final OCM Framework will be delivered to the Program no later than January 31, 2020.

3. Communication Plan

This is the third component of work, beginning October 1, 2019. The Contractor will plan the work and develop a communication plan, based on a thorough stakeholder analysis, which will encompass all stages of the program and include an approach for all stakeholders of the program.

- Utilizing the readiness assessment, develop and execute a comprehensive communications approach for One Washington, including identification of specific messages at each stage of readiness, configuration, process, implementation, testing, deployment and transition to operations.
- Design and assist with the delivery of a communications and marketing effort that:

- Keeps executives, managers and other key stakeholders appropriately informed of current activities and projects,
- Creates advance and sufficient awareness to designated stakeholders of One Washington horizon events that will require agency staff planning,
- Promotes collaboration between the Program and the variety of stakeholders e.g. the user community, project teams, agency leaders, and any of the state's four administrative business owners.
- Works with change leaders on core projects to ensure alignment of project communications with the overall strategy and plan.
- Demonstrates the purpose and value of OCM activities and their contribution to the overall transformation.
- Uses various methods and communications platforms to aid in the communications process. Efforts will conform to and be compliant with use policies promulgated by the state Office of the Chief Information Officer, the state Office of Cyber Security and best practices.
- Develops and coordinates the publication of articles and information with agency change coordinators, and provide Program information suitable for agency use.

The draft Communication plan will be delivered to the Program no later than December 31, 2019.

The final Communication plan will be delivered to the Program no later than February 28, 2020.

4. Stakeholder Engagement Plan

This is the fourth component of work, beginning November 1, 2019. The Contractor will plan the work and develop a stakeholder engagement plan that will encompass all stages of the program and include an approach for all levels of stakeholders of the program.

- Identify the specific requirements for developing a comprehensive stakeholder analysis and engagement strategy and plan with specific activities that the OCM provider and the Program will deliver to stakeholders to ensure successful communication, collaboration and engagement between the Program and its various stakeholders. The OCM provider will identify and engage stakeholders who must be engaged to help prepare the impacted stakeholder groups for change, including to develop a plan to actively engage and obtain broad and comprehensive support necessary for the implementation, execution and management of the stakeholder engagement plan.

The draft Stakeholder Engagement plan will be delivered to the Program no later than January 31, 2020.

The final Stakeholder Engagement plan will be delivered to the Program no later than March 31, 2020.

5. Consulting Plan

This is the fifth component of work, beginning February 1, 2020. The Contractor will plan the work and develop a coaching plan that will encompass all stages of the program and include an approach for all stakeholders and Program staff.

- Baseline and regularly measure relevant leaders' bandwidth and capacity to manage the transformation process at the agency level, then recommend strategies, tools and coaching to fill gaps or mitigate deficiencies so that agency leaders are prepared to successfully manage the transformation at the agency level. The requirement is to visually illustrate to the Program the current status of change readiness, by agency, in preparation for go-live. Other aspects of change readiness considered to be best practice for measuring should be included as factors in the illustration.
 - Design, develop, implement, and evaluate a range of consultation services to executive leaders and senior management on the development and implementation of key strategies and training for creating and sustaining a high-performance organization.
 - Design and deliver an overall, evidence-based change leadership strategy and plan for project teams including a communication, sponsorship, reinforcement and readiness strategy and plan.
 - Provide coaching, facilitation, team development and organizational development services in consultation with both Program and agency executive leaders and senior managers to implement change preparation initiatives and ensure alignment with the One Washington program.
 - Assist with the development of and support the Program with a community of change advocates across the enterprise to deliver sustainable support within agencies.
 - Provide Program team and individual coaching, team building, and training, to maximize leadership team effectiveness.
 - Design, develop, coordinate, implement, deliver and evaluate coaching programs that support successful leaders navigating transformation of this magnitude, and which are aligned with the Program's intent to promote a highly effective executive management and leadership structure.
 - Serve as project team coach and facilitator for supporting change leadership opportunities regarding complex business and transformation issues.
- The draft Consulting Plan will be delivered to the Program no later than April 30, 2020.

- The final Consulting plan will be delivered to the Program no later than June 30, 2020.

6. Resistance Management Plan

This is the sixth component of work, beginning March 1, 2020. The Contractor will plan the work and develop a resistance management plan that will encompass all stages of the Program and include an approach for all stakeholders of the Program.

- Develop a resistance management plan. Resistance to change is natural and expected. For a transformation of this magnitude and complexity, resistance will create great risk to the success of the work. Identify role appropriate approaches, to include the steps that will be taken to mitigate resistance by using structured and intentional proactive strategies, reactive interventions, and tools that can enable agency executives and managers to help their staff successfully move forward from their individual current state to the transformed future state. The requirement is sustained adoption of the new ERP.

The draft Resistance Management plan will be delivered to the Program no later than April 30, 2020.

The final Resistance Management plan will be delivered to the Program no later than June 30, 2020.

7. Training Plan

This is the seventh component of work, beginning July 1, 2020. The Contractor will plan the work and develop a training plan that will encompass all stages of the program and include an approach for all stakeholders of the program.

- Develop and oversee a training plan for state employees who will be impacted by the transformation. The requirement is two-part: 1) to develop and implement strategies that will alleviate the well-documented risk of not addressing individual employee fear, uncertainty and doubt about change, and 2) to develop employee competencies, confidence and effectiveness in the use of the new ERP as a prerequisite to go-live and in order to sustain adoption of the new business systems.
- The training plan will include a calendar that overlays implementation and testing phases. The state seeks to manage the risk associated with waiting until the new ERP system is in the sandbox before relevant employee groups receive training, which would delay testing and sandbox timelines, and increase costs.
- Informed by state accessibility policy, training delivery must encompass a variety of modern delivery methods including but not limited to mobile device, recorded session/video, webinar, instructor-led on-premises in a variety of locations, and

provide accommodations for employees that are hard of hearing/deaf, deaf-blind or sight impaired.

- Recommend a standard for One Washington development of curriculum, training methodologies and tools.
- Develop a train-the-trainer process to build training capacity and ensure instructional quality and appropriate content of change leads, consultants and trainers across the enterprise to ensure the content develops employee competency, confidence and effectiveness with the new ERP.
- Provide ongoing measurement of state employee confidence in skill and competency development as employees receive training to use the new ERP system.
- Develop and implement a knowledge transfer plan in preparation for the transition of operations to One Washington at the conclusion of the initial ERP deployment.

The draft Training plan will be delivered to the Program no later than September 15, 2020.

The final Training plan will be delivered to the Program no later than October 31, 2020.

The draft plan with measurement of state employee confidence and competency development for training will be delivered to the Program no later than September 15, 2020.

The final plan with measurement state employee confidence and competency development for training will be delivered to the Program no later than October 31, 2020.

8. Final Comprehensive OCM Plan

This is the eighth and final component of work that encompasses all pieces of the OCM plan. The Contractor will plan the work and develop a comprehensive OCM plan that considers and includes all of the above elements and will encompass all stages of the program and include an approach for all stakeholders of the program.

The draft comprehensive OCM plan will be delivered to the Program no later than September 30, 2020.

The final comprehensive OCM plan will be delivered to the Program no later than October 31, 2020.

3. 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.]

4. Timeline and Period of Performance

The period of performance for this project will start upon signature of 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.

5. 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 for this SOW. The individuals identified for this SOW will be reviewed and approved by the One Washington Transformation Administrator.

It is expected that the OCM Practitioners staffing this SOW will be available onsite in Olympia, WA at least *[[##]]* days a week and available remotely when offsite.

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

6. Contractor Staff Locations

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

- Collocated onsite with the One Washington program team in Olympia, WA at least *[[##]]* days a *[[week/month]]*

7. Methods, Tools and Solutions

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

[[Describe methods, tools or solutions]]

8. 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	Rate	Total
1	OCM Practitioner(s)	<i>[Bidder populate]</i>	Baseline Readiness Assessment	<i>[Bidder populate]</i>	<i>[xx]</i>	<i>[\$xxx]</i>	<i>[\$x,xxx]</i>
2	OCM Practitioner(s)	<i>[Bidder populate]</i>	OCM Framework	<i>[Bidder populate]</i>	<i>[xxx]</i>	<i>[\$xxx]</i>	<i>[\$xx,xxx]</i>
3	OCM Practitioner(s)	<i>[Bidder populate]</i>	Communication plan	<i>[Bidder populate]</i>	<i>[xxx]</i>	<i>[\$xxx]</i>	<i>[\$xx,xxx]</i>
4	OCM Practitioner(s)	<i>[Bidder populate]</i>	Stakeholder Engagement plan	<i>[Bidder populate]</i>	<i>[xxx]</i>	<i>[\$xxx]</i>	<i>[\$xx,xxx]</i>
5	OCM Practitioner(s)	<i>[Bidder populate]</i>	Coaching plan	<i>[Bidder populate]</i>	<i>[xxx]</i>	<i>[\$xxx]</i>	<i>[\$xx,xxx]</i>
6	OCM Practitioner(s)	<i>[Bidder populate]</i>	Resistance plan	<i>[Bidder populate]</i>	<i>[xxx]</i>	<i>[\$xxx]</i>	<i>[\$xx,xxx]</i>
7	OCM Practitioner(s)	<i>[Bidder populate]</i>	Training plan with Measurements	<i>[Bidder populate]</i>	<i>[xxx]</i>	<i>[\$xxx]</i>	<i>[\$xx,xxx]</i>
8	OCM Practitioner(s)	<i>[Bidder populate]</i>	Final Comprehensive OCM plan	<i>[Bidder populate]</i>	<i>[xxx]</i>	<i>[\$xxx]</i>	<i>[\$xx,xxx]</i>
TOTAL							<i>[\$xx,xxx]</i>

9. 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.]

10. Deliverable Acceptance

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

[[Add any additional criteria for acceptance here]]

11. 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 Program (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 Program 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 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 Program in implementing the change
- Risk to the Program in NOT implementing the change
- Impact on the Program 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.

12. Warranties

Additional warranty language is not required for this SOW.

13. Additional Insurance Requirements

No additional Insurance Requirements

14. 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 [XXX-XXX-XXX] in its entirety, do agree thereto in each and every particular.

Approved

[State]

Signature

Print or Type Name

Title
Date

Approved

[Contractor]

Signature

Print or Type Name

Title
Date