



Organizational Change Management (OCM) support: How do you decide who gets it?

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Introductions



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What we'll share today

- About the Enterprise Change Readiness Office (ECRO)
- Opportunities and solutions
 - Telling our story
 - Making it easy to ask for help
 - Connecting to learn more
 - More work than resources
- Results and enhancements

About the Enterprise Change Readiness Office (ECRO)

At L&I in early 2021:

- Major projects were in transition.
- New Program Consulting team established within ECRO.
- Goal was to offer OCM support to division and program efforts, not just enterprise priorities.

Opportunity: Tell our story



- ECRO grew and changed
- So did our larger work group, the Office of Strategy and Performance (OSP)
- Customers:
 - Weren't sure what we did
 - Weren't sure who to ask for help
 - Weren't sure how to ask for help
- Solution: launch an intranet page

Solution: Launch the ECRO intranet site

Enterprise Change Readiness Office (ECRO)

[Office of Strategy and Performance \(OSP\) Home](#)

[Enterprise Change Readiness Office \(ECRO\)](#)

[Enterprise Project Management Office \(EPMO\)](#)

Enterprise Change Readiness Office Home

ECRO is responsible for the success of two important bodies of work at L&I: Enabling change management as a core capability and developing a thriving workplace culture.

Some of the tactics and strategies we're using to meet these goals include:

- **Change management:**
 - Training L&I leaders and staff in change management best practices.
 - Leading the Change Coalition — a thriving community of interest for those who want to learn about change management.
 - Cultivating skills and alignment through a Change Management Community of Practice.
 - Providing targeted program support and consultation for change management.
 - Supporting high-risk enterprise projects with dedicated change management resources.

Contact us

- Change management questions: Change@Lni.wa.gov
- Workplace culture questions: Culture@Lni.wa.gov

Resources

- [Request support from OSP](#)
- [Data-Action Network Resource Center](#)
- [Change Coalition site](#)
- [Change management and culture resources](#)

Opportunity: Make it easy to ask for help

Why did we need to act?

- Requests from across L&I
- Requests through multiple channels (e-mail, IM, casual conversation, etc.)
- Varying levels of detail
- No tracking or prioritization
- Frequent repetition and/or rework



Solution: Build an intake tool

Collect request information in a central location:

- Easy for customers (and staff) to access and use
- Increased consistency in project data available for review
- Customers can add supporting documents
- Generates a log of requests

Request Support from the Office of Strategy and Performance (OSP)

* Required

Change Management and Culture support request

Please share details about your project or initiative and any change management and culture support needs.

6. Project or Initiative Name *

Enter your answer

7. Describe the project or initiative's goals and objectives. *

Enter your answer

8. Describe the change and why it's needed. *

Include known risks, scope, and/or success criteria.

Enter your answer



Let's walk
through the
intake tool!

Opportunity: Connect to learn more

We frequently found we needed to clarify and expand on information in the form to move forward.

After reviewing a request, we schedule a customer intake conversation to learn more, which:

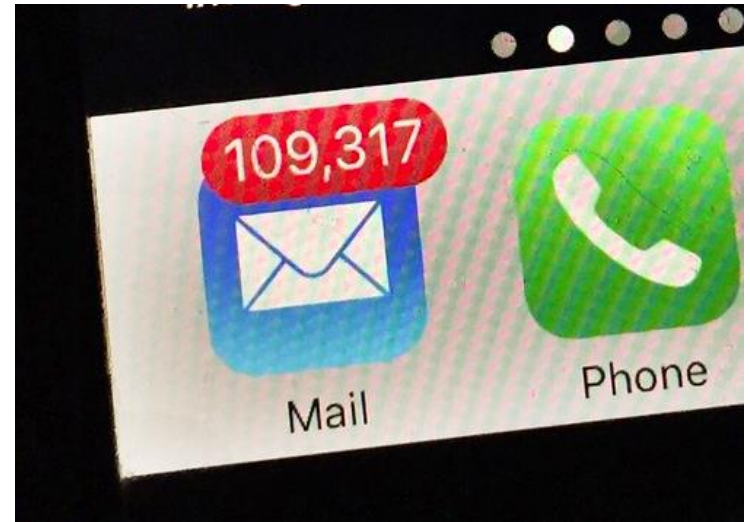
- Reveals if the customer is requesting the right kinds of support or if they need additional support.
- Helps us set expectations and identify factors that influence which resource will be the best fit.

Benefits of ECRO's intake system

- Easy to use:
 - customers can request multiple services
 - staff can submit requests on behalf of customers
- Consistent customer experience
- Equitable access
- Provides data to inform resourcing decisions
- Increased cross-team awareness, collaboration and partnership within Office of Strategy and Performance

New opportunity: Address high demand

- Hurray, the intake is working!
- Customers love it . . . too much?
We saw a lot of requests for support soon after launch.
- How do we chose which work to prioritize?



Solution: Build a prioritization tool

Questions cover topics including:

- Scope and breadth of impact, internally and externally
- Timeline and urgency
- Internal sponsorship and external mandates
- Operational and reputational risk factors
- Equity considerations (for example, effect on historically marginalized or disproportionately impacted populations)
- Level of project resourcing

Most questions can be answered using pre-defined options.



Let's walk
through the
prioritization tool!

Benefits of prioritization

The prioritization tool helps ECRO:

- Apply consistent criteria to decisions about resource assignments.
- Compare the relative priority across requests.
- Propose the appropriate level of resources to each project - balancing current capacity and priority.

Ultimately, this approach helps us to make decisions that are more fair and equitable.

Results: Intake data

The intake form has been in use since Nov. 2021, resulting in:

- More than 100 requests submitted.
- Requests received from every division in L&I.
- Most requests asking for more than one type of support.
- OCM support as the most requested option.

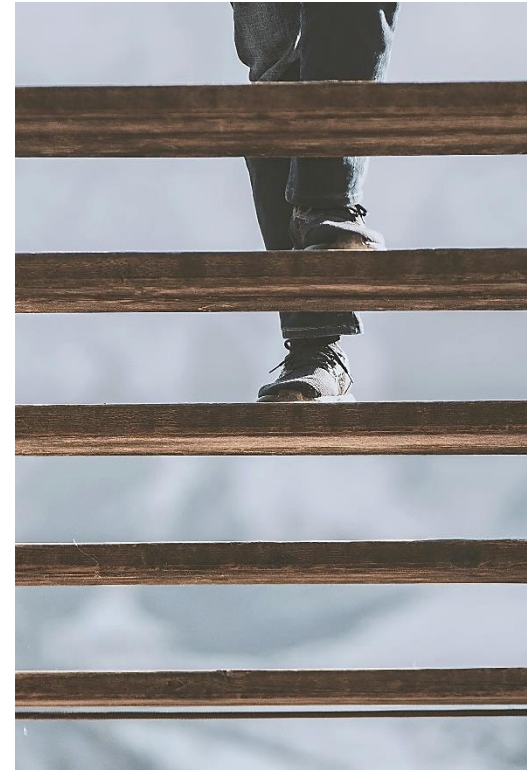
28 active projects or agency initiatives underway right now supported by the ECRO team



ECRO supported 27 completed projects/agency initiatives since 2021

Enhancements: Building on our success

- Customer satisfaction survey
- Staffing estimator
- Question and data refinement (aligning with other tools for greater data re-usability)
- Reports for leaders





Questions?



Thank you for your time today!

If you would like to learn more about our approach and tools, please feel free to contact us.

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