| **Priority Assessment Criteria** | **Criteria Explanation** | **Criteria Scoring Options** |
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| Breadth of Internal Change Impacts | Addresses how much of L&I's internal stakeholder population is directly impacted by the change.  *NOTE: When evaluating this factor, focus on those internal stakeholders who will experience a direct change to their day-to-day work.* | * 0: N/A – This score is not an option for this question * 1: At most, a single Program (or smaller unit within the impacted organization) or a single Region * 2: Multiple Programs (up to Division-wide) OR Multiple Regions * 3: Multiple Divisions (up to Agency-wide) |
| External Stakeholder Impacts | Reflects if external stakeholders are impacted, because maintaining L&I's relationships with external stakeholders typically merit additional support, particularly when changes occur.  NOTE: Benchmark for a "Small" number is less than 100 external individuals/orgs; “Large” is more than 100 external individuals/orgs. | * 0: N/A – Only internal stakeholders * 1: Minimal/indirect external impacts * 2: Direct impacts to small number of external individuals/groups without any complicating factors   + "Complicating Factors" may include negative history with L&I and/or historical marginalization * 3: Direct impacts to any of these types of external stakeholders:   + 1) Large external groups   + 2) Multiple external groups   + 3) Groups with a negative history of interactions with L&I; and/or   + 4) Groups who have been marginalized historically |
| Variation of Impacted Groups | Acknowledges that changes that are experienced the same way are easier to support than those that vary significantly across stakeholders. | * 0: N/A – This score is not an option for this question * 1: All stakeholders impacted the same way * 2: Some variations in how stakeholders are impacted * 3: All groups are impacted differently |
| Types of Change: Policies | Policies: Formal guidelines that serve as a basis for making decisions and/or performing work; this includes rule-making required by L&I in support of implementation.  Addresses types of changes that will occur, broken down by common types of changes; cumulatively, multiple types of changes will result in a more complex change situation with greater need for OCM support. | * 0: N/A – Will not be used here * 1: At most, a single Program (or smaller unit within the impacted organization) or a single Region * 2: Multiple Programs (up to Division-wide) OR Multiple Regions * 3: Multiple Divisions (up to Agency-wide) |
| Types of Change: Processes | Processes: The actions/steps taken and decisions made to achieve a particular outcome, and the sequence of these actions/steps and decisions, to achieve a particular end.  Addresses types of changes that will occur, broken down by common types of changes; cumulatively, multiple types of changes will result in a more complex change situation with greater need for OCM support. | * 0: There will not be any changes to processes as a result of this effort. * 1: Processes WILL be changing as a result of this effort. |
| Types of Change: Systems/Tools | Systems/Tools: Non-personnel resources used to help complete processes; these may range from common technology platforms (e.g. MS Office) to enterprise applications.  Addresses types of changes that will occur, broken down by common types of changes; cumulatively, multiple types of changes will result in a more complex change situation with greater need for OCM support. | * 0: There will not be any changes to systems/tools as a result of this effort. * 1: Systems/tools WILL be changing as a result of this effort. |
| Types of Change: Jobs/Roles | Jobs/Roles: The specific responsibilities that typically define a role and/or a job; jobs may include multiple roles, so changes to roles should be considered in addition to overall job changes.  Addresses types of changes that will occur, broken down by common types of changes; cumulatively, multiple types of changes will result in a more complex change situation with greater need for OCM support. | * 0: There will not be any changes to jobs/roles as a result of this effort. * 1: Jobs/roles WILL be changing as a result of this effort. |
| Types of Change: Org Structure/Workforce | Org Structure/Workforce: The composition of the jobs/teams impacted by the change; changes to the composition may include both how the jobs are organized, their management structure, and/or the number and/or type of jobs.  Addresses types of changes that will occur, broken down by common types of changes; cumulatively, multiple types of changes will result in a more complex change situation with greater need for OCM support. | * 0: There will not be any changes to org structure/workforce as a result of this effort. * 1: The org structure/workforce WILL be changing as a result of this effort. |
| Schedule for Change | Evaluates how soon the change will occur; a shorter timeframe means increased pressure on adoption and increased need for support. | * 0: 2+ years from change occurring * 1: 1-2 years from change occurring * 2: 6 months - 1 year from change occurring * 3: Less than 6 months from change occurring |
| Change Driver: L&I Leadership Request | Projects prioritized by L&I leaders should, in turn, receive increased priority for OCM support. | * 0: No request from an L&I manager at/above a Program Manager level. * 1: Program Manager * 2: LT Member (Assistant Director), Ops LT Member (Deputy Assistant Director) or Regional Administrator * 3: Agency Director/Deputy Director Member |
| Change Driver: External Requirement/Mandate | Projects prioritized by WA state government and/or required by external mandates (e.g. state legislative action, Federal requirement, etc.) should, in turn, receive increased priority for OCM support. | * 0: None; only an L&I-defined priority * 1: Governor and/or WA state legislators are aware of and supportive of project * 2: Project is a priority for Governor and/or WA state legislators and being actively championed by them * 3: Project is required by Governor's mandate/exec action, WA State legislative action and/or Federal requirement/law |
| Change Driver: Reputational Risk to L&I | Projects addressing reputations risks for L&I should receive increased priority for OCM support. | * 0: None; no risks for L&I mitigated by this change * 1: Risks fall into a low probability/impact range * 2: Risks fall into a medium probability/impact range * 3: Risks fall into a high probability/impact range |
| Change Driver: Operational Risk for L&I | Projects that present/incorporate significant operational risks for L&I should receive increased priority for OCM support, particularly as if the risks materialize interventions may be required to recover - and pre-emptive OCM engagement may help to mitigate the likelihood of these risks. | * 0: None; no risks for L&I mitigated by this change * 1: Risks fall into a low probability/impact range * 2: Risks fall into a medium probability/impact range * 3: Risks fall into a high probability/impact range |
| Project Resourced | Projects that are well-organized and adequately resourced are more likely to be successful - and therefore support from OCM is more likely to generate positive results. | * 0: No assigned project team at time of evaluation * 1: Dedicated project manager OR identified business sponsor * 2: Dedicated project manager AND engaged business sponsor * 3: Dedicated project manager, engaged business sponsor, identified comms consultant, established project team |