Bellevue College ctcLink
Organizational Change Management Plan

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Introduction

Many change efforts focus on technology and tools, losing sight of the people side of change. Oftentimes, the fact that people will be experiencing, championing, and sometimes resisting changes gets lost in the mix. If the people side of change *is* acknowledged, the focus is too often on how to "deal with" resistance rather than how to prepare people for success.

This plan will focus on ensuring employees feel empowered to embrace the change be successful in their efforts. It will leverage the unique aspects of Bellevue College's upcoming change – the transition to a new enterprise resource system – and the risks to creating a strategy that will effectively manage that change.

Description of Change

In October of 2021, Bellevue College will transition from its current system (HP) to a new, PeopleSoft system called ctcLink. This transition will change many employees' day to day jobs, from processing payroll to admitting new students to hiring new employees. Nearly all Bellevue College professional staff will be impacted by this transition.

The Organizational Change Management (OCM) Task Force assessed the amount and degree of change across a number of different dimensions and found that the degree of change measures high across each of them:

- Number of groups impacted
- Number of employees
- Degree that external stakeholders are impacted
- Degree of business process changes
- Degree of role changes
- Degree of cultural changes required

With significant change in all of the above dimensions, formal Organizational Change Management will be critical to ensuring this project's success.

Expected Benefits

Many benefits are expected as a result of moving from Bellevue College's existing HP system to the new PeopleSoft ERP system. These include:

- System that has state-of-the-art technology
- More efficiency
- Better student experience
- Higher data integrity
- Better reporting
- Reduction of duplicate data entry and rework

Employees across Bellevue College will experience many of these benefits directly, from the reduction of manual data entry to more streamlined processes that take advantage of technology. Championing these benefits will be a key part of the change management process.

OCM Purpose

Applying OCM principles will result in a proactive focus on the people side of change and support for employees and other stakeholders through the change process. Benefits of applying OCM to this project include:

- Fuller and faster adoption of new system
- Less issues post go-live
- More buy-in from engagement
- More positive feelings about the change
- Less anxiety prior to go-live
- Knowledge transfer for future projects

Characteristics Unique to Bellevue CollegeBC) has also experienced significant change in the last few years that inform its readiness for change today. Below are strengths and barriers unique to Bellevue College.

Strengths:

- Bellevue College employees are passionate about helping students
- Teams are close and display trust, if you can get one person onboard, there is potential to get more buy in from others
- People are willing to help each other out
- People are aware that the current system is out of date/inefficient and we understand the need for change
- Bellevue College is not alone in this change, and not the first (many other colleges and a high percentage are implementing before Bellevue)
- Some teams have low turnover
- Well documented processes from the current state mapping

Barriers:

- There's skepticism based on past failures
- People have high expectations for what ctcLink will do
- Siloes exist between departments and programs; it's difficult to get on the same page

- As an institution, BC doesn't like change
- BC already has a lot of change going on
- There are a lot of high priorities; resourcing this change will be a challenge. Furloughs are compounding the situation.
- Some fear losing our data that will be transferred to the new system
- Staff have figured out how our current system works and are comfortable with it
- Some teams or individuals are less familiar with technology
- There will be resistance to change
- We're working remotely through this change
- Timing will be challenging, especially overlapping with competing priorities and the start of a quarter
- Employees have confusion about the change and the systems involved in this transition; a history of poor communication and misinformation regarding this project and other large changes contributes to this confusion
- Lack of clarity about ctcLink implementation and how it differs from TargetX and other system implementations happening around the same time
- Other current events – such as COVID, BLM, and furlough days – are impacting many parts of BC, including budget cuts which will impact many areas
- Discouragement that comes from a drop in productivity and the necessary learning curve

The Change Team at Bellevue College came up with a list of success factors that describe the outcomes we would like to achieve with this change. These are below.

Success Factors:

- Make sure there is meaning behind the change
- Infuse change management principles
- Dedicated project resources and "ambassadors" on each team
- Ensure people understand the WIIFM: "what's in it for me?"
- Clear communication
- Promote cross-department collaboration
- Provide a sandbox environment for users to practice in prior to implementation
- Ensure people feel included
- Clear expectations, priorities, and deadlines

- Investment in middle management and supervisors to make sure they are prepared to support staff through the change
- Support workload needs and shift resources to ensure coverage
- Recognition and support for those doing extra work; celebrating milestones and accomplishments

Organizational Change Management Approach

The Change Management Approach will utilize ADKAR and customize change management activities that serve Bellevue's unique culture and the specific technology change we are facing. Activities will be crafted to transition the organization effectively through the ADKAR phases. All five ADKAR building blocks will be targeted to ensure a successful implementation.

Awareness – of the scope and need for change. Activities center around ensuring stakeholders understand the change and "why" behind the change.

Desire – to support the change. Activities center around building enthusiasm and desire for change participants to engage in and facilitate change.

Knowledge – of how to change. Activities focus on providing resources and training to make sure they know what they will need to do differently when the change is made.

Ability – to demonstrate skills and behaviors. Activities include practicing the change, becoming familiar with it, and learning from early tests runs.

Reinforcement – to make the change stick. Here, activities focus on long term embedding of the change, ensuring metrics are in place to understand the change success and adapt long term to shifting needs.

Each work group and individual may be at a different place and have different needs at any given time. The Organizational Change Management Plan for the Bellevue College ctcLink project is intended to recognize and address each of these building blocks with specific, appropriate activities.

OCM Change Management Activities

This plan has developed key activities to support the ADKAR phases. Below is an overview of the key activities, followed by a matrix that describes which ADKAR phase the activity targets.

The table below shows our planned change management activities and how they apply to the various ADKAR building blocks. These activities will be refined throughout the project based on feedback by the OCM Task Force.

Activities	A	D	K	A	R
Build the Change Management Task Force and network • OCM Task Force to build support across each of their stakeholder groups • Develop point people that are experts in specific topics and can act as go-to resources for broader groups • Identify key stakeholders across functions who can serve as influencers within groups					

Process analysis • Current state documentation involving Subject Matter Experts (SMEs) • Future state process development with SMEs					
Change impact analysis and action planning • Assess process impacts (roles, policies, process steps, comms, training) with SMEs • Change action planning with SMEs					
State Workshops and Resources (e.g. Business Process Fit Gaps (BPFGs)) • Maximize attendance in workshops such as CPWs and BPFGs • Recommend teams utilize the ctcLink Resource center • Review common processes and QRGs					
Communication Plan • Separate plan – collaborative effort between Communications Team and OCM Task Force • Stakeholder assessment informs the plan • Plans will include a section for each group including key messaging and timing					
Stakeholder engagement (communication and gathering input) • Stakeholder analysis led by OCM Task Force • Level and methods of engagement will be based on degree of impact • Methods: surveys/readiness assessment, focus groups, interviews, meetings, involvement in Task Force or sub-groups					
Training • Separate plan in collaboration with OCM Task Force • Leverage State training • Start early with on-line training • Assess gaps and develop unique training as needed for Bellevue College specific departments/areas					
Resistance Management • Sponsor and OCM Task force work together to identify areas of resistance and develop strategies to manage resistance					

• Turn feedback into actional improvements and communicate results • Train team members on how to manage resistance • Leadership consistently communicates and discusses change benefits; proactively squash rumors and misinformation • Get ahead of known issues and communicate plans to resolve					
Reinforcement • Recognize adoption of system and process improvement • Implementing clear process ownership and metrics to show improvement of the process and system adoption • Develop procedures and job aids					
Supervisor support (e.g. Coaching) • Organized, planned, focused effort on educating supervisors on role in OCM – to support their employees, keep them in the loop about change impacts so they can be involved in the communication • Providing talking points for them to share with their teams • Set aside dedicated time for learning PeopleSoft functionality and coaching teams through this transition • Provide supervisors regular updates on project progress and benefits so they can distribute to team • Supervisors should create opportunities to connect with their team on this project and listen to feedback and share benefits					
Transition planning • Plan to support people through transition and get support they need and provide feedback about processes • Clear plan for cutover and what they are supposed to start/stop doing; maintaining both systems for a period time; how to access legacy data					

OCM Roles & Responsibilities

A major strength in Bellevue College's ctcLink project is the large number of participants who are deeply and extensively involved in the change already. This OCM plan will leverage that participation in the form of a project structure that includes a Change Management Task Force to help plan, manage, and drive the changes associated with ctcLink at Bellevue College.

The following diagram shows the various roles that are involved with OCM for the project and how they relate to one another. The Project Manager will also serve as the Change Manager and will be the central point for coordination of OCM for the project. The PM/CM will be supported by a Sponsor, an OCM Team and the Process Design/CM consultants to plan and manage all OCM activities.

Relational Diagram:

Full Project Roles & Responsibilities

Role	Responsibilities
President and President's Cabinet	• Champion project, communicating vision purpose and importance • Communicate key messages

	• Support everyone through the process
Executive Sponsor	• Demonstrates commitment to staff's success in implementing process and other changes • Champion project, communicating vision, purpose and importance • Assign resources • Get the President's Cabinet on board and communicate their role • Sign off on OCM Plan • Communicate key messages • Assist in managing areas of resistance
Project Manager/Change Manager	• Work with Process Design/CM Consultants to develop plan and sign off on plan • Work with sponsor to select change management team members • Raise issues to sponsors • Identify resources, lead OCM for the project, develop stakeholder engagement plan, lead team meetings. • Lead stakeholder assessment process
Communications Change Team Lead	• Assists with OCM planning and participates in OCM Team meetings • Develop communication plan and materials
Training Change Team Lead	• Assesses the State offered training and works with stakeholders to identify any gaps • Developing plan to address any gaps • Coordinating who should attend State training
Process Design/CM Consultants	• Develop Organizational Change Management Plan • Assist PM/CM in facilitating change management team meetings
Organizational Change Management Team	• Participate in developing OCM-related plans: Change Management Plan, Communications Plan, and Training Plan • Oversee execution of OCM- related plans and provide feedback on what is working and what can be improved • Ambassadors of Change: Eyes and ears on the ground; Facilitate two-way communication • Help identify and prioritize areas of impact • Help identify project risk areas and mitigation strategies • Assist in managing resistance • Develop strategies for raising awareness, increasing desire, increasing knowledge and ability, and reinforcing change • Evaluate supervisor support and provide recommendations on bolstering support • Communicate with, coach, assist, and support impacted staff through the change process.

Pillar leads	• Assign resources to process work groups, participate in process and change impact analysis
Work group leads	• Lead the teams through process and change impact analysis • Act as the team's point person on progress and assigned actions • Provide updates to Project Manager on team homework completion
Supervisors	• Support their employees through the change • Ensure employees have dedicated time to work on this project • Provide regular updates on project progress and milestones • Work with teams to understand the "why" behind the change and the risks of *not* changing • Listen to employees feedback and escalate, as needed
SMEs	• Participate in process documentation and change impact analysis • Communicates with Change Management Team regarding concerns, problems, and needs • Communicate with stakeholder groups they represent

Impacted Stakeholders

The ctcLink implementation will impact all Bellevue College stakeholders broadly and significantly. A stakeholder impact assessment and specific communication planning will be completed in collaboration with the Communication Lead and Change Management Consultant. The table in Appendix B lists all Bellevue College Stakeholder groups who will be affected by ctcLink implementation.

Appendices

Appendix A: **Stakeholder Groups and Team Members**

The stakeholder groups and team members representing each are listed below

Stakeholder Group - Internal	Team Member
Financial Aid	Christine Taylor
Student Financials	Jen Carnahan
Special Programs (e.g ABE, CiHS, International, OLS)	Susan Hampson, Sheena Davis, Jonathon Harrington, Jessica Rohm
Continuing Education	Heather Burrill, Julie Griffin, Jerrie Gotz
Enrollment Services / Registration / Admissions /	Jennifer Tobin
Course Management	Iulia Zavadov
Human Resources	Nataliia Andreieva
Payroll	Renae Brown
Data	Greg Schmidt
Finance/Accounting (includes Budget Office)	Agnieszka Skoczylas, Sharon Liang
Institutional Advancement: Marketing / Outreach & Foundation	Tavis Buchan, Sheri Brady
Administrative / Executive Assistants	Amanda Tobin
Academic Advising	Marina Melnik
Faculty	Evan Drake TBD (Tonya Estes?Aris Andrade?)
Online programs	Sukirti Ranade
Information Technology	Dustin Thomas
Other Administrative services (public safety, facilities management, capital projects/operations, events booking)	Amber Nicholson
Student Affairs (Student Support and Life, Student housing, athletics, MCS, TRIO, Title IX, Career Center, Student Programs etc.)	Megan Kaptik
Academic Affairs	TBD
Faculty Commons	TBD

Students	
Union Leadership	
Board of Trustees	
College Suppliers / Partners (e.g., banks, vendors, university partners)	
General public, parents, alumni, retirees	
SBCTC	Maria Rivas