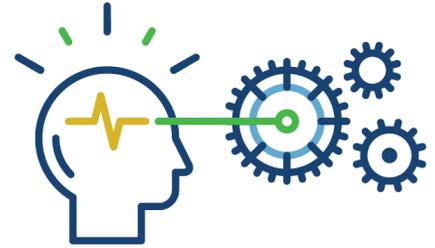




3. Change Management Strategy

Guiding impacted stakeholders through their change journey

This effort is a continuation of our Transformation Tools found at: [OPM.gov/Reshaping](https://www.opm.gov/Reshaping)



Change Management Plan

Guiding Impacted stakeholders through their change journey

A Change Management Plan should complement the Robotic Process Automation (RPA) Plan, accounting for the phases that impact stakeholders and require action. At a high level, the Change Management Plan can be used to prepare, manage and reinforce the change. Properly integrated, the RPA Project Plan and the Change Management Plan increase the probability that the return on investment is realized through usage and adoption of the new technology. Use the four following steps:

Evaluate — Gather impacted stakeholder readiness data

Review the RPA Project Plan; conduct a high-level readiness assessment; identify stakeholders; gather data on execution concerns, appetite and commitment to change; evaluate progress; and adjust.

Assess — Analyze impact readiness assessment data

Identify options and resources to execute plan, risks, scope, urgency, and political will; evaluate appropriateness of stakeholders (champions, allies, cross-silo supporters); and make go/no go decisions. The RPA Project timeline plan may have to be adjusted to account for the new change readiness information.

Design — Develop plan to manage the stakeholder impacts of the RPA project

Collaborate with your Chief Human Capital Officer (CHCO) Leadership to identify options for workforce planning, reskilling/upskilling plans, training programs and opportunities, stakeholder resistance plans, coaching plans for supervisors to equip impacted employees, citizen outreach, and Union concerns (consistent with applicable law and lawful collective bargaining agreements, including impact and implementation issues). Establish key performance indicators. The design should answer: (1) how are we going to equip stakeholders, and (2) how will we measure the buy in of the change by stakeholders?

Implement — Execute the Change Plan

Create an awareness campaign of why we are changing prior to launch (Communicate the goal); identify desire to be a part of the change (What's in it for me (WIIFM)); provide opportunities to gain knowledge and train; address roadblocks and resistance issues; and create a feedback loop where the sponsor is visibly engaged. Enable a learning environment.

Manage Change — Assess how stakeholders are doing.

Celebrate progress; get feedback; share feedback with RPA sponsors and technical managers; offer multiple training modalities (one on one, classrooms, video, online); conduct a barrier analysis; adjust communication messages;

create a Myth-buster campaign; develop a road map to help stakeholders identify where you are in the process; and issue frequently asked questions (FAQs), if needed. Evaluate and celebrate all achievements- change is hard.

All our technological advances must address the “people side of change” to institutionalize the change. The speed and adoption of the change is hinged on how well the change journey was executed for the impacted stakeholders. The Prosci ADKAR® Model—the industry standard for change management practitioners worldwide—provides a results-oriented approach for responding to a simple truth: **change happens one person at a time**. The ADKAR (Awareness, Desire, Knowledge, Ability and Reinforcement) is one model identifies the key building blocks for successful change.

The chart below is an adaptation of GSA’s Technology Business Management holistic approach to looking at impacted stakeholders/customers and systems to map out an integrated approach to getting to the future state. As the complexity, political sensitivity and the number of stakeholders/customers increase so does the importance of having a multipronged integrated multi-disciplined change approach matters.

Integrated Change Approach*

Organizational Change Management alignment with Technology Business Management, RPA, and/or Customer Experience Initiatives

Technology Business Management or RPA Plays	Organizational Change Management (OCM) Tactics	Customer Experience (CX) process (A-11, Section 280)	Activities and Process Steps	DMAIC (LSS) Alignment	ADKAR® (Prosci Change Methodology Alignment)
1.0 Identify Key Players and stakeholders	1.0 Cultivate Awareness	1.0 Identify Stakeholders/ Customers	<ul style="list-style-type: none"> Engage Change Agents Determine OCM Strategy Charter Change 	Define	Awareness
2.0 Determine Current State	2.0 Prepare for Change	2.0 Identify Pain Points/Customer Journey/Data Analysis/Interview Customers	<ul style="list-style-type: none"> Conduct Visioning Sessions Assess Gaps and Needs Develop Change Agenda (As-is: To Be) 	Measure	Awareness
3.0 Identify Desired Outcomes	3.0 Translate Change Agenda	3.0 Co-design Future State with Customers	<ul style="list-style-type: none"> Market the Value Proposition Design OCM Roadmap Communicate and Collect Feedback 	Measure	Desire
4.0 Start Aligning Data	4.0 Enable a Learning Environment	4.0 Develop Prototype	<ul style="list-style-type: none"> Leverage Knowledge Mgmt. Practices Employ Information Sharing Hub Use Wins for Crosscutting Integration 	Analyze	Knowledge
5.0 Look for Insights	5.0 Evaluate for Achievement	5.0 Test Prototype with Customers	<ul style="list-style-type: none"> Refine Strategies and Resources/Tools Actively Seek Feedback 	Analyze	Knowledge
6.0 Rollout & Adopt	6.0 Promote Change Culture	6.0 Promote Use and Adoption	<ul style="list-style-type: none"> Integrate, Report and Coordinate Capitalize on Change Data Educate, Train and Inform 	Improve	Ability
7.0 Keep Maturing	7.0 Monitor, Communicate, Improve	7.0 Gather Feedback Measure Outcomes and Refine	<ul style="list-style-type: none"> Measure Change Success Continuously Improve Practices 	Control	Reinforcement

References:

Association for Change Management Professionals (ACMP), Federal Change Management Community of Practice

Federal Technology Investment Management page on max.gov <https://community.max.gov/x/YAWIRg>

Employee’s Survival Guide to Change: The complete guide to surviving and thriving during organizational change, by Jeffrey M. Hiatt

*Adapted from GSA’s Technology Business Management (TBM) Integrated Change Approach