# SECOND AMENDMENT

This Amendment made and entered into this 18th day of October, 2021, by and between Pinellas County, a political subdivision of the State of Florida, hereinafter referred to as "County," and Mirage Software, Inc. dba Bourntec Solutions Inc. hereinafter referred to as "Contractor," (individually referred to as "Party", collectively "Parties").

WITNESSETH:

WHEREAS, the County and the Contractor entered into an agreement on August 28, 2020, pursuant to Pinellas County Contract No. 190-0719-G(PW) (hereinafter "Agreement") pursuant to which the Contractor agreed to provide services to upgrade the existing Oracle E-Business Suite landscape for County; and

WHEREAS, Section Six (6) of the Agreement permits modification by mutual written agreement of the parties; and

WHEREAS, the County and the Contractor now wish to modify the Agreement in order to provide for additional services as defined in Exhibit A-5 SOW ORACLE E-BUSINESS Suite Business Pain-Points Resolution Effort and Exhibit A-6 ORACLE E-BUSINESS SUITE BUSINESS PAIN-POINTS RESOLUTION EFFORT- Organizational Change Management (OCM), at the same prices, terms, and conditions;

NOW THEREFORE, the Parties agree that the Agreement is amended as follows:

1. Section Six (6) is revised to reflect an increase in the amount of one million four hundred and twenty-three thousand six hundred dollars and zero cents ($1,423,600.00) for a revised contract total not to exceed amount of three million four thousand four hundred dollars and sixty cents ($3,004,400.60).

2. Exhibit A-5 SOW ORACLE E-BUSINESS Suite Business Pain-Points Resolution Effort and Exhibit A-6 ORACLE E-BUSINESS SUITE BUSINESS PAIN-POINTS RESOLUTION EFFORT-Organizational Change Management (OCM) attached herein are incorporated into this Agreement.

3. Except as changed or modified herein, all provisions and conditions of the original Agreement and any amendments thereto shall remain in full force and effect.

Each Party to this Amendment represents and warrants that: (i) it has the full right and authority and has obtained all necessary approvals to enter into this Amendment; (ii) each person executing this Amendment on behalf of the Party is authorized to do so; (iii) this Amendment constitutes a valid and legally binding obligation of the Party, enforceable in accordance with its terms.

IN WITNESS WHEREOF the Parties herein have executed this Second Amendment as of the day and year first written above.

CONTRACTOR:

DocuSigned by:

Srujana Gudur

89415EDA54EF400...

Authorized Signature

Srujana Gudur

Printed Authorized Signature

President

Title Authorized Signature

PINELLAS COUNTY, FLORIDA
by and through its County Administrator
~~Board of County Commissioners~~

Barry Burton

~~Chairman~~ Barry A. Burton, County Administrator

~~ATTEST:~~
~~KEN BURKE~~

~~Deputy Clerk~~

**APPROVED AS TO FORM**

By: *Keiah Townsend*

Office of the County Attorney

# Exhibit A-5-Statement of Work

## ORACLE E-BUSINESS Suite Business Pain-Points Resolution Effort

*Submitted by:*

BOURNTEC SOLUTIONS


*1701 E Woodfield Road Suite 200*

*Schaumburg, IL 60173*

*Phone: 224-232-5090 Facsimile: 847-805-6392*

*www.bourntec.com*


***(MWBE AND SBA SMALL BUSINESS)***

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# 1. Executive Summary

Established January 1, 1912, Pinellas County (hereinafter "County") is one of the most densely populated counties of Florida. Pinellas County is 38 miles long and 15 miles at its broadest point, for a total of 280 square miles and 588 miles of coastline. It is the second smallest county in the state of Florida.

County just completed upgrading its Oracle E-Business Suite (EBS) system from 12.1.3 to 12.2.10 in July of 2021.

However, as designed, County did not correct the majority of the 361 pain points that were identified in core business processes with Finance, Grants, Payroll, HCM, Procurement, Project Accounting and Management, OLM, Time and Attendance, Talent Management, Training and Employee Self-Service. County would like to :

- Reduce redundant data entry
- Focus on business process reengineering leveraging Oracle's Out of the Box (OOB) functionality and Industry Best Practices to help:
  - Streamline/automate processes
  - Reduce non-value-added work
- Support cost associated with customizations and disjointed/silo processes.

This phase will be completed in multiple releases by two consulting organizations. This agreement will focus strictly on Bourntec Solutions' (Consultant) specific scope. The scope is defined by:

- The required updates
- New features and functions within 12.2.10 to address the current documented workstream pain points and priorities within HCM, Procurement, and Projects
- Provide advisory support for those modules that are impacted by this change (i.e. GL, AP, AR, etc.), including any strategic extensions, interfaces, and expanded data analysis and dashboards

The Consultants will lead the effort to support:

- The current and future state Oracle 12.2.10 functionality, business processes, controls, and desktop procedures to mitigate documented pain points, as defined within this document, to support the level of scope to be delivered in this phase
- Define and demonstrate future Oracle functionality within Project Procurement, Contract Lifecycle Management, and extended use of iSupplier Portal to support improved business capability, reduce internal resource requirements, compliance, data access, decision making and/or streamline inter-departmental and organizational controls and processes.
  - Based on these demos, the County will determine the value of the proposed functionality and if and/or when it should be deployed based on resource availability, value, and priority. Currently, this functionality and its deployment has not been identified as a priority for this phase.

- Develop and/or configure Oracle 12.2.10 to support the resolution of the defined functional pain points within HCM, Projects, Grants, Procurement and support Finance and Payroll workstreams inter-module touchpoints that impact up and down stream functionality and data content and flow.
- Advise County on execution of effective processes, mitigation of existing customizations that are in direct conflict of core application functionality, and intervention of bottlenecks/silos that impact efficiencies.
- Lead the effort to automate non-value-added functions based on predefined workflow and business rules.
- Lead the effort to define and integrate Single Source of Truth, System of Record and/or reduction of manual effort between EBS and Taleo. All other integration points will be documented, but the detail design and developmental effort will be based on Consultant's availability and/or leveraging County's BTS organization.
- Lead the following efforts:
    - Update, creation, and execution of System unit and functional test scripts (scripts, controls, results validation, and execution)
    - Desktop procedures updates or creation
    - System integration script creation/update and testing (Oracle modules, EBS to Taleo, Taleo to EBS, and existing interfaces) to complete cross organizational/department processes
    - Update or develop end user training processes, material, and execution for all new functionality and processes
    - Support organizational change management for the Oracle functionality being deployed
    - Perform knowledge transfer (KT) to workstream subject matter experts and BTS resources to ensure that they can support their focused areas post go-live
    - Migrate functionality and code to production based on a predefined scheduled release, currently defined as:
        1. October 1, 2021 - December 31, 2021
        2. January 6, 2022 - September 30, 2022
- Co-Lead and Support:
    - Process Integration Testing (UPIT)
    - User Acceptance Testing (UAT)
    - End-User Training
    - Post release Hypercare Support
        - i December 2021 release 2 weeks
        - ii September 2022 release 4 weeks

## 2. Overview of Proposed Activities and Deliverables

County will leverage a multi-vendor Functional Resource model that will report to the County project team representing specific workstream process owner(s) and sponsors. Consultants will be responsible for the following activities and deliverables:

The tables below outline the key activities and deliverables.

| 2020 Oracle E-Business Suite Business Pain Point Resolution Effort |
|---|
| ✦ Deliverables<br>☐ Lead Configuration of the 12.2.10 E-Business environment based on the scope of functionality to resolve defined Pain Points within,<br>  ✦ HCM<br>  ✦ Projects<br>  ✦ Procurement<br>  ✦ Grants (within Projects and Procurement)<br>  ✦ Encumbrances (within Projects and Procurement)<br>  ✦ Taleo<br>  ✦ Supporting Enterprise Command Centers (ECC)<br>☐ Lead Technical Extensions<br>  ✦ Taleo/EBS Integrations<br>    ➉ EBS to Taleo position/requisition/pay grades/compensation<br>    ➉ EBS employees to Taleo (includes users/managers & employees)<br>    ➉ Taleo to EBS New Hire/Transfers/Promotions/Attachments<br>    ➉ Workflow<br>  ✦ EBS Workflow, Forms, Role & Responsibilities, Reports, ECC Dashboard updates within,<br>    ➉ Projects<br>    ➉ Procurements<br>    ➉ HCM<br>☐ Lead the updates to BR-100s system documents<br>☐ Lead the development and updates to TE040 test scripts for functional and process integration testing<br>☐ Co-lead with County creation/update of Desktop procedures and process flow<br>☐ Co-lead with County End-User training material<br>☐ Co-lead with County Testing validation and documentation<br>☐ Customization mitigation recommendation document<br>☐ Create KT documentation and execute KT to all primary and secondary SMEs/EBS support staff |

**Figure 1.** 2020 Oracle E-Business Suite Consultant Deliverables

County will be responsible for the following activities and deliverables:
The tables below outline the key activities and deliverables.

| 2020 Oracle E-Business Suite Business Pain Point Resolution Effort |
|---|

- Deliverables
  - Business/Functional Support
    - Lead the testing and validating of new functionality and processes
    - Develop and execute adoption communication and reporting strategy
    - Validate and communicate status of Pain Point resolution within,
      - HCM
      - Projects
      - Procurement
      - Grants (within Projects and Procurement)
      - Encumbrances (within Projects and Procurement)
      - Taleo
      - Enterprise Command Centers (ECC)
    - Perform all rollout of capabilities not being deployed at "go-live" (i.e. Big Bang)
    - Co-lead creation/update of Desktop procedures and process flow
    - Co-Lead End-user training
    - Co-lead Hypercare
  - Technical Support
    - DBA Services
      - Environment Availability (Dev, Test, Patch, UPIT/UAT, Vision)
      - Patching
      - Security/Compliance
      - Infrastructure
      - Integrations
      - Performance
      - Backup and restore
      - Access
    - Support system configuration, extension development and cut-over effort
    - Obtain formal education of new functionality (Oracle applications and technical capabilities)
    - Execute regression testing
    - Review and approve all extensions and BR-100s and TE040 documents
    - Co-Lead development and execution of functional testing for applications, extensions, integrations, and data validation.
    - Co-Lead mitigation of setups and code to production
    - Own existing customization updates and document creation

**Figure 2.** 2020 Oracle E-Business Suite County Deliverables

## 3. Consulting Service Requirements

Consultant(s) possess expert functional, technical and configuration knowledge across multiple workstreams (based on the following functional areas: Grants, Projects (Accounting and Portfolio Management), Project Procurement, iProcurement, iSupplier Portal, Vendor Management, Procurement, Sourcing, Inventory, Payroll, HCM, Talent Acquisition, Performance Management, OTL, Absence Management, Advance Benefits, Employee Self-Service, iExpense, Employee Self-Service, Workflow, Grants, Taleo and ECC) leveraging Industry Best Practices, processes, and Organizational Change Management controls. This includes:

- Oracle EBusiness 12.2.X requirements gathering and documentations
- Agile solution modeling
- Process and procedural documentation
- Process flow defined at the workstream/multi-departmental transaction level
- Industry Best Practices within a Public Sector/Government Organization
- Organizational Change Management knowledge
- Oracle Functional and Process integration testing
- Development and execution of testing and training requirements
- At least 1 new implementation and 1 upgrade leveraging Oracle eBusiness Technology
- Supporting Future state "to-be" requirements, business justification, level of effort and cost creation and presentation to execute management
- Working with an aggressive timeline and multiple organizations with various objectives
- Flexible work hours
- Ability to leverage the following tools to support document and communications:
    - Microsoft Office
    - Microsoft Teams
    - Microsoft Projects
    - Microsoft Visio

## 4. Project Assumptions

The following identifies the known assumptions at this time. Be aware that these assumptions may evolve over the life of the project.

- Consultant's time is based on an approved scope of functionality and level of effort and time to complete the development, testing, production cut over, and Hypercare. However, County may defer roll-out of select functionality due to organization impact, incremental roll-out vs "big bang", and/or strategic timing aligned to specific key events, such as year-end close or benefit enrollment. If County defers roll-out, this could generate a change request to support this effort or be excluded for this agreement's deliverable
- Consultant must possess the ability to work within a diverse group of individuals sourced for multiple County and external organizations
- County must adhere to the estimated project milestones and timelines of those milestones, any delay in the County's deliverables may result in a change request
- Consultants will adhere to the priorities of the defined pain points and project timeline and deliverables.
- Consultants must be able to work independently, within large groups in remote locations, and with all levels of the organizations (Users, SMEs, Process Owners and Executives)
- The Consultant must have the ability to create and present, to all levels of the County, critical training activities; Proof of Concept demos; test execution/results; and "To Be" future state processes.
- County will provide SME resources as required to support discovery, design, build, testing (Process Integration and UAT), training development documents, end user training, and production cutover
- Certain applications (i.e. ECC, Taleo, etc.) and previously deployed functionality (i.e. 3 way matching, Performance Management, iProcurement, etc.) rollout can be performed on an independent rollout strategy if it does not included cross-applications dependencies or impact other release schedules.
- Consultants will provide resources to support the following milestones: Process Integration Testing and User Acceptance Testing

- Consultants will work remote
- County's BTS resources will assist Consultants in all testing, configuration and issue resolution as needed
- County will be responsible for all updates, testing and migration to customizations that are not documented and/or outside of the standard functionality of EBS and the scope of the SOW
- All SRs will be led by County and supported by Bourntec. SRs will be created as a Severity 1 based on 7/24 effort if it is critical functionality required for "go-live", unless the Business Process Owner and/or BTS Leaderships accepts a workaround that mitigates with issue until post "go-live." If an issue is not resolved in Hypercare, BTS will be responsible for working with Oracle to resolve this issue and/or provide County Business with acceptable long-term workarounds
- Any delays in systems accessibility, patching, decision making, and access to key resources may result in a change request
- The current quantity of pain points as stated in this document is not all-inclusive
- 3 weeks will be blackout periods to support such things as school Spring Break, Independence Day week and/or unforeseen circumstances that would prevent the team from working on assigned duties, ie force majeure, departmental blackout
- Final deployment date and hypercare date to be determined post build milestone

# 5. Proposed Resource Sourcing Approach

Based on the previously stated Proposed Activities and Deliverables; Consulting Services Requirements; and Project Assumptions, the Resource Sourcing Approach will leverage four (4) Oracle 12.2.10 functional expert resources and two (2) technical expert resources that will lead the effort to deliver the functionality to address the following capabilities to address pain points within a multi-date release strategy:

| Releases | Focus | #Pain Points to be Resolved |
|---|---|---|
| October to December Releases | HCM: Talent Recruit, Performance Mgmt, Org Chart, Taleo Integration, Improved Self-Services, Expand Command Center | 23<br>(15 of which are critical) |
| | Projects: Project Structure Redesign, Project Billing, Expand Project Management, Project Accounting Updates, Project Expenditures, OPMM Navigation, Expand ECC capabilities, MPP Integration with Project Management | 14 |
| | Procurement: Purchasing/iProcurement Change Order, Supplier Portal (Invoice submission, Acknowledgement, Communications), excludes rollout; Contract Lifecycle demo, Responsibility Updates, CBT/Training Roadmap | 15 |

**Figure 3. Roadmap 1st Quarter Releases**

| Releases | Focus | #Pain Points Resolved |
|---|---|---|
| January to September Releases | HCM: Adv Benefits, Mobility, Learning Mgmt, Self-Service, Absentee Mgmt (STD, LTD, FMLA, etc.), cont. PMS rollout, extended Taleo integration and configuration. | 34<br>(26 of which are Critical) |
| | Projects: Project Procurements, Encumbrances, Grants/Multi-Fund sources, Expanded ECC capabilities | 4 |
| | Procurement: Grants, CLM, Touchless Buying, External Punchout, Encumbrance Acct., Expand iSupplier, Expand ECC capabilities | 31 |

**Figure 4. Roadmap 2nd, 3rd & 4th Quarter Release**

# 6. Project Budget and Commercials

## 6.1 Project Pricing

Due to the inter dependencies and timelines with the County's 2022 Oracle E-Business Suite Business Pain Point Resolution Effort, we are assuming that our Consultants will begin services October 1, 2021 and will continue through September 30, 2022 (estimating work effort per Consultant of 49 weeks for Functional resources and 36.5 weeks for Technical resources) with possible future extensions through change requests as necessary. Project/workstreams will have up to 4 weeks of blackout (project suspension) during this time-period, unless approved, resources will not be available or billable during that time.

The total Project cost for County's 2022 ORACLE E-BUSINESS Business Pain Point Resolution Effort:
**$1,153,600**

Title and rates of resources that will be utilized is stated in the below table. Travel cost is not included and must be pre-approved.

If additional or extended advisory service is required beyond the period of this SOW, a change request must be agreed upon and executed prior to work being approved.

## 6.2 Payment Schedule and terms

| Workstream | Period | Work Start | Milestone | Activities | # of Weeks | # of Resources | Tentative Invoice Date | Rate/Week | Invoice Amount | Totals |
|---|---|---|---|---|---|---|---|---|---|---|
| **Projects** | **Oct'21 - Dec'21** | 1-Oct-21 | Build | PM Expanded Functionality<br>PA Updates<br>Project Expenditures<br>OPMM Navigation<br>Expand ECC capabilities | 3 | 1 | 22-Oct-21 | $5,400 | $16,200 | |
| | | 22-Oct-21 | Func Test/Train | | 2 | 1 | 5-Nov-21 | $5,400 | $10,800 | |
| | | 5-Nov-21 | UAT + Deploy | | 5.5 | 1 | 13-Dec-21 | $5,400 | $29,700 | |
| | | 13-Dec-21 | Hypercare | | 2 | 1 | 27-Dec-21 | $5,400 | $10,800 | |
| | | | | | | | | | | |
| **Procurement** | **Oct'21 - Dec'21** | 1-Oct-21 | Build | Contract Lifecycle demo<br>Purchasing/iProcurement Change Order<br>Supplier Portal (, Invoice submission, Acknowledgement, Communications), excludes rollout<br>Responsibility Updates<br>CBT/Training Roadmap | 3 | 1 | 22-Oct-21 | $5,400 | $16,200 | |
| | | 17-Oct-21 | Func Test/Train | | 2 | 1 | 31-Oct-21 | $5,400 | $10,800 | |
| | | 31-Oct-21 | UAT + Deploy | | 5.5 | 1 | 8-Dec-21 | $5,400 | $29,700 | |
| | | 13-Dec-21 | Hypercare | | 2 | 1 | 27-Dec-21 | $5,400 | $10,800 | |
| | | | | | | | | | | |
| **HCM** | **Oct'21 - Dec'21** | 1-Oct-21 | Build | Core HR<br>Enterprise Command Center<br>Organization Chart<br>PMS<br>Self - Service<br>Taleo Integration | 3 | 2 | 22-Oct-21 | $5,400 | $32,400 | |
| | | 17-Oct-21 | Func Test/Train | | 2 | 2 | 31-Oct-21 | $5,400 | $21,600 | |
| | | 31-Oct-21 | UAT + Deploy | | 5.5 | 2 | 8-Dec-21 | $5,400 | $59,400 | |
| | | 13-Dec-21 | Hypercare | | 2 | 2 | 27-Dec-21 | $5,400 | $21,600 | $270,000 |
| | | | | | | | | | | |
| **Technical Support** | **Oct'21 - Dec'21** | 1-Oct-21 | Build | Integrations<br>Forms<br>SQL<br>Workflow | 3 | 1 | 22-Oct-21 | $3,200 | $9,600 | |
| | | 17-Oct-21 | Func Test/Train | | 2 | 1 | 31-Oct-21 | $3,200 | $6,400 | |
| | | 31-Oct-21 | UAT + Deploy | | 5.5 | 1 | 8-Dec-21 | $3,200 | $17,600 | |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | 13-Dec-21 | Hypercare | | 2 | 1 | 27-Dec-21 | $3,200 | $6,400 | $40,000 |
| | | | | | | | | | | |
| **Workstream** | **Period** | **Work Start** | **Milestone** | **Activities** | **# of Weeks** | **# of Resources** | **Tentative Invoice Date** | **Rate/Week** | **Invoice Amount** | |
| **Projects** | **Jan'22 - Sep'22** | 3-Jan-22 | Requirement | Project Procurement<br>Encumbrance Updates<br>Grants/Multi-Fund Assessment / POC<br>Expanded ECC | 3 | 1 | 24-Jan-22 | $5,400 | $16,200 | |
| | | 24-Jan-22 | POC/Demo | | 1 | 1 | 31-Jan-22 | $5,400 | $5,400 | |
| | | 31-Jan-22 | Build-1 | | 5.6 | 1 | 11-Mar-22 | $5,400 | $30,240 | |
| | | 11-Mar-22 | Build-2 | | 5.6 | 1 | 19-Apr-22 | $5,400 | $30,240 | |
| | | 26-Apr-22 | Func Test/Train | | 9 | 1 | 28-Jun-22 | $5,400 | $48,600 | |
| | | 5-Jul-22 | UAT/Prod Readiness | | 6.8 | 1 | 22-Aug-22 | $5,400 | $36,720 | |
| | | 29-Aug-22 | Deploy | | 0.5 | 1 | 1-Sep-22 | $5,400 | $2,700 | |
| | | 1-Sep-22 | Hypercare | | 4 | 1 | 29-Sep-22 | $5,400 | $21,600 | |
| | | | | | | | | | | |
| **Procurement** | **Jan'22 - Sep'22** | 3-Jan-22 | Requirement | Touchless Buying<br>External Punchout,<br>Encumbrance Acct<br>Grants<br>CLM<br>Expand iSupplier | 3 | 1 | 24-Jan-22 | $5,400 | $16,200 | |
| | | 24-Jan-22 | POC/Demo | | 1 | 1 | 31-Jan-22 | $5,400 | $5,400 | |
| | | 31-Jan-22 | Build-1 | | 5.6 | 1 | 11-Mar-22 | $5,400 | $30,240 | |
| | | 11-Mar-22 | Build-2 | | 5.6 | 1 | 19-Apr-22 | $5,400 | $30,240 | |
| | | 26-Apr-22 | Func Test/Train | | 9 | 1 | 28-Jun-22 | $5,400 | $48,600 | |
| | | 5-Jul-22 | UAT/Prod Readiness | | 6.8 | 1 | 22-Aug-22 | $5,400 | $36,720 | |
| | | 29-Aug-22 | Deploy | | 0.5 | 1 | 1-Sep-22 | $5,400 | $2,700 | |
| | | 1-Sep-22 | Hypercare | | 4 | 1 | 29-Sep-22 | $5,400 | $21,600 | |
| | | | | | | | | | | |
| **HCM** | **Jan'22 - Sep'22** | 3-Jan-22 | Requirement | GRE Transfers<br>Mobility<br>Short Term Disability, HSA<br>Wellness Incentive<br>Learning Management<br>Employee Self Service, Manager Self-Service | 3 | 2 | 24-Jan-22 | $5,400 | $32,400 | |
| | | 24-Jan-22 | POC/Demo | | 1 | 2 | 31-Jan-22 | $5,400 | $10,800 | |
| | | 31-Jan-22 | Build-1 | | 5.6 | 2 | 11-Mar-22 | $5,400 | $60,480 | |
| | | 11-Mar-22 | Build-2 | | 5.6 | 2 | 19-Apr-22 | $5,400 | $60,480 | |
| | | 26-Apr-22 | Func Test/Train | | 9 | 2 | 28-Jun-22 | $5,400 | $97,200 | |
| | | 5-Jul-22 | UAT/Prod Readiness | | 6.8 | 2 | 22-Aug-22 | $5,400 | $73,440 | |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | 29-Aug-22 | Deploy | Taleo - EBS Integration<br>Talent Management | 0.5 | 2 | 1-Sep-22 | $5,400 | $5,400 | |
| | | 1-Sep-22 | Hypercare | | 4 | 2 | 29-Sep-22 | $5,400 | $43,200 | $766,800 |
| | | | | | | | | | | |
| **Technical Support** | **Jan'22 - Sep'22** | 31-Jan-22 | Build-1 & 2 | Integrations<br>Forms<br>SQL<br>Workflow | 12 | 1 | 25-Apr-22 | $3,200 | $38,400 | |
| | | 25-Apr-22 | Func Test/Train | | 5 | 1 | 30-May-22 | $3,200 | $16,000 | |
| | | 30-May-22 | UAT/Prod Readiness | | 2.5 | 1 | 16-Jun-22 | $3,200 | $8,000 | |
| | | 29-Aug-22 | Deploy | | 0.5 | 1 | 1-Sep-22 | $3,200 | $1,600 | |
| | | 1-Sep-22 | Hypercare | | 4 | 1 | 29-Sep-22 | $3,200 | $12,800 | $76,800 |
| | | | | | | | | | | |
| | | | | | | | | | $1,153,600 | **Grand Total** |

## 6.3 Terms and Rate Card

- Bourntec is offering an off-site weekly rate for County's E-Business Suite Functional and Technical services as defined within this document.
- Local Government Prompt Payment Act terms apply. Per Bourntec GSA contract's Prompt Payment terms, Bourntec will provide an additional discount of 1% if paid within 10 days. This will not increase the total invoice value if payment is not made within 10 days.
- Any additional services beyond the scope of this SOW will require a Change Order subject to review, approval and mutually agreed upon by the County and Bourntec.
- 10% hold back will be paid in full upon completion of the Hypercare for that functionality
- Pricing and Labor categories used in accordance with Consultant's GSA FSS 47QTCA18D00LE

| Title | GSA ID | GSA Title | GSA Offsite for each consultant | Offered Discounted Rate for each consultant |
|---|---|---|---|---|
| Sr. Functional Consultant (Grants, Projects Integration, Project Portfolio Management Suite) | 70-13251-003 | Business Analyst (SME) | $7347.60/week | $5400/week |
| Sr. Functional Consultant (HCM/Self Service Absense Management, Talent Acquisition - Taleo) | 70-13251-003 | Business Analyst (SME) | $7347.60/week | $5400/week |
| Sr. Functional Consultant (Advanced Benefits, Performance Management, Employee Development) | 70-13251-003 | Business Analyst (SME) | $7347.60/week | $5400/week |
| Sr. Functional Consultant (Core Procurement, Procurement Integration, Project Procurement, Sourcing Integration) | 70-13251-003 | Business Analyst (SME) | $7347.60/week | $5400/week |
| Sr. Technical Analyst (E-Business 12.2.10 Forms, Reports, APIs, Workflow; SQL, & Technical stack; Toad, Oracle ECC Technical stack; Taleo/Oracle Cloud Integration) | 70-13251-025 | Technical Analyst (ERP) Senior | $5815.20/week | $3200/week |

**Figure 5. GSA Labor category utilization and discount offered**

# 1. Appendix

Below table lists few acronyms used in this document

| Acronyms | |
|---|---|
| AP | Accounts Payable |
| AR | Accounts Receivable |
| BPO | Business Process Owners |
| BTS | Business Technology Service |
| CM | Cash Management |
| DITL | Day in the life |
| ECC | Enterprise Command Center |
| ERP | Enterprise Resource Planning |
| FA | Fixed Assets |
| | |
| GL | General Ledger |
| | |
| HCM | Human Capital Management |
| ID | Identification |
| KT | Knowledge transfer |
| OCM | Organizational Change Management |
| OTL | Oracle Time and Labor |
| SLA | Sub Ledger Accounting |
| SME | Subject Matter Experts |
| SOW | Statement of Work |
| Sr.<br>SR | Senior<br>Service Request |

**Figure 6. List of acronyms and abbreviations**

## 2. Project Approval and Sign-off

This approval is for the above detailed work outlined above and acceptance therein. Electronic approval is acceptable.

**Bourntec Solutions, Inc.**

**Authorized signatory**

Signature ______________________ Date 10/12/2021

**Pinellas County Business Technology Services**

**Authorized signatory**

Signature ______________________ Date 10/18/2021

# Exhibit A-6-Statement of Work

*Submittal to:*

Pinellas County

## ORACLE E-BUSINESS SUITE BUSINESS PAIN-POINTS RESOLUTION EFFORT- OCM

*Submitted by:*

BOURNTEC SOLUTIONS

**1701 E Woodfield Road Suite 200**
**Schaumburg, IL 60173**
**Phone: 224-232-5090 Facsimile: 847-805-6392**
**www.bourntec.com**

**(MWBE AND SBA CERTIFIED)**

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## 1. Executive Summary

Established January 1, 1912, Pinellas County (hereinafter "County") is one of the most densely populated Counties of Florida. Pinellas County is 38 miles long, and 15 miles at its broadest point, for a total of 280 square miles. 588 miles of coastline. It is the 2nd smallest county in the State of Florida.

County would like to incorporate Organizational Change Management (OCM) into their Oracle E-Business Suite Business Pain-Points Resolution Effort to ensure the necessary structure, communications, training and oversight methodology is in place to address any user's experience changes, adoption of new functionality, resistance to change, improve communication, and a user impact analysis based on their 1-3 Year Roadmap. Our OCM service will support the following initiatives:

1. Change Management Pre-work
    a. Readiness assessment
        i. Senior Leadership
        ii. Sponsors
        iii. Process Owners
        iv. Subject Matter Experts
        v. Users
    b. Core value identification exercise
    c. Risk assessment
    d. Success metrics
    e. Feedback strategy
    f. Change communication requirements
        i. Executive Leadership
        ii. Process/Workstream groups
        iii. Project teams
        iv. Users
        v. External users
2. Manage Personal Transitions (resistance)
    a. Process Owners
    b. Users
    c. Technology group
3. Develop Change Plan
    a. Communication
    b. Training
    c. Go-Live
    d. Post-Go-Live (Business Realization Plan)

Bourntec Solutions, Inc. (hereinafter "Bourntec"), is a CMMI Level 3 certified Oracle Gold Partner and Amazon Advanced Partner – Public Sector Partner. Bourntec is a certified minority and women owned small business enterprise with a primary focus in Oracle E-Business Suite implementations, roll outs, integrations, upgrades, OCM, and managed services.

- Over 25 years of experience across diverse industries, specifically Oracle consulting services
- Proven expertise in technical consulting and infrastructure expertise across implementations and upgrades, performance tuning, system sizing, maintenance, database administration managed services
- Mitigation of implementation user impact leveraging "Best in Class" Organizational Change Management methodology.

Bourntec thanks County for the opportunity to present this Statement of Work (SOW) for Oracle E-Business Suite Business Pain-Points Resolution Effort OCM services. Bourntec is well positioned to provide the necessary services to support the County's OCM requirements to reduce anxieties and improve adoption during their Oracle E-Business Suite future pain-point resolution releases.

At Bourntec, we understand that you are surrounded by constant innovation, technology enhancements, environmental challenges, and a connection to a complex and ever-changing business network, all of which has created a new normal of perpetual change. As a way of handling the increased volume of change, we have created a proven methodology to aid organizations and individuals like yours in managing this change. As a result, we have defined the necessary components for effectively managing change, both known and unknown. These proven tools, resources, and techniques have been reviewed and curated into this methodology, which contains those most appropriate and flexible for use with the County's requirements.

## 1.1 Overview of Proposed Solution

This Methodology begins with an introduction to the importance of change management and goes over the seven components necessary to effectively manage change. It is organized into four main sections:

(1) Change Management Pre-work
(2) Manage Personal Transitions (resistance)
(3) Develop Change Plan
(4) Implement and Monitor the Change.

Each section contains a collection of tools and techniques which organize the work needed for the change initiative and they are best followed chronologically.

While we have developed a multitude of tools, not all tools will be necessary for every change. During the Change Management Pre-Work exercise, we will work with you to determine which tools to use. However, the following core tools will be leveraged for this project:

- Compelling vision Interview template
- Change communication plan overview and template
- Change Readiness assessment
- Manage Personal Transitions (resistance) Section
- Feedback Strategy Overview and Options

The tools and templates presented in this document are suggested. Not all of them maybe used, or other assessment templates and tools may be used by the OCM Lead as determined with the County's approval.

## 1.2 Bourntec's OCM Methodology

As a large and complex public sector organization, when it comes to bold and innovative initiatives, organizational change management is often the key component in driving the success of these ventures. As you would know from experience, not all change initiatives are equally disruptive. Some will have a greater impact and be more challenging. Others may be barely noticeable.

Change can be grouped into two main categories: Incremental and Transformational.

- Incremental change is easier to implement successfully. It is often based on the current state to improve the existing way of doing our work. It typically involves fewer changes and affects a small number of people.
- Transformational change is more difficult to implement, typically having only a 30% success rate.

Things get more challenging when the change is Transformational because it is designed from a future state and involves a fundamentally new way of doing things. This typically involves significant culture change and affects a large number of people. The complexity involved in culture change is often why it is easier to change the change than it is to change the culture.

Culture is our values, beliefs, assumptions, and unwritten rules. These shape our behaviors and mindset as well as our performance. Individuals within an organization co-create the culture through conversations and by following the behavior of his/her leaders and/or seasoned peers. In addition to the overarching culture of an organization, individual subcultures often exist. Both cultures must be considered for each initiative if you are going to determine the right approach to leverage to ensure adoption.

Since there are many complexities involved in executing a change initiative, both change management and project management components are required. Sometimes change management and project management are mistaken as one and the same, whereas they are two complementary yet different disciplines. Both utilize formal processes, tools, and techniques to manage change. Change management focuses on ensuring the support of the people while project management focuses on the work tasks to be executed. Leveraged together, a proactive change management and project management structure will lead to adoption and achievable business benefits from the initiative.

As we all know, people are the one common denominator to achieve success of most initiatives. However, individuals have two processing traits, rational and emotional, that must be taken into consideration. Rational behavior is reflective, deliberate, analytical, and future focused. Rational Thinkers define actions and plans. Without Rational Thinkers there is will be no execution path to completion. Emotional Thinkers are instinctive, feel pleasure and pain, and can be influenced by personal and/or external factors

**To change behavior (our own or someone else's), we must do three things:**

**1. Rational Thinker –** make the destination crystal clear, even if it is by force.

Rational Thinkers have their own issues. A Rational Thinker anticipates issues and analyzes information before deciding on a direction, a perfectionist at times. When a Rational Thinker isn't sure exactly which direction to go, they confuse the Emotional Thinker with complexity and a lack of clarity. This confusion creates uncertainty to act on behalf of the Emotional Thinker, which the Rational Thinker perceives as resistance.

**2. Emotional Thinker –** make people feel the need for change and strives for harmony but will settle for compromise.

When an Emotional Thinker is not in agreement with the direction or timeline of their Rational Thinker, the Rational Thinker will become frustrated to the resistance of change. However, the Rational Thinker knows that brute force will only provide temporary acceptance, because in the long run, the Emotional Thinker will always win. Why? Without acceptance and adoption, the project will fail, and consistent brute force is exhausting to all parties. Nevertheless, it is the responsibility of the Emotional Thinker to provide vision, value, and justification for change and acceptance if the project is going to be successful and work with the Rational Thinker to create a common communication plan to motivate all users to adopt this change or the project is doomed.


**3. Clarify the Future –** be specific and consistent.

To direct the Rational and Emotional Thinkers, we need to provide clarity by determining and focusing on impacted situations and objectives, including the user and environmental impacts, to ensure that changes will be adopted. They must be specific regarding scope, process changes, roles and responsibilities, empowerment, executive support, and timelines so they are likely to stay aligned to the end state goal. We must define and execute a communication strategy to supports this effort that repeatedly promotes the end state value to the project. This consistent behavior will establish an environment of collaboration and communication and reduce the negative impact of resistance and/or force.

## 1.3 Change Management Key Components

For a change initiative to be regarded as successful, the desired objectives of the effort must be fully realized. However, 70% of change initiatives fail because organizations do not engage in effective and flexible change management. There are seven necessary components of change management. If any component is neglected, the result will be a less than optimal achievement of the initiatives' goals. The below graphic illustrates the seven components required for successful change management and indicates specific consequences that occur when a component is missing. To assist you in proactively addressing each component, relevant remedies from the methodology will be provided.

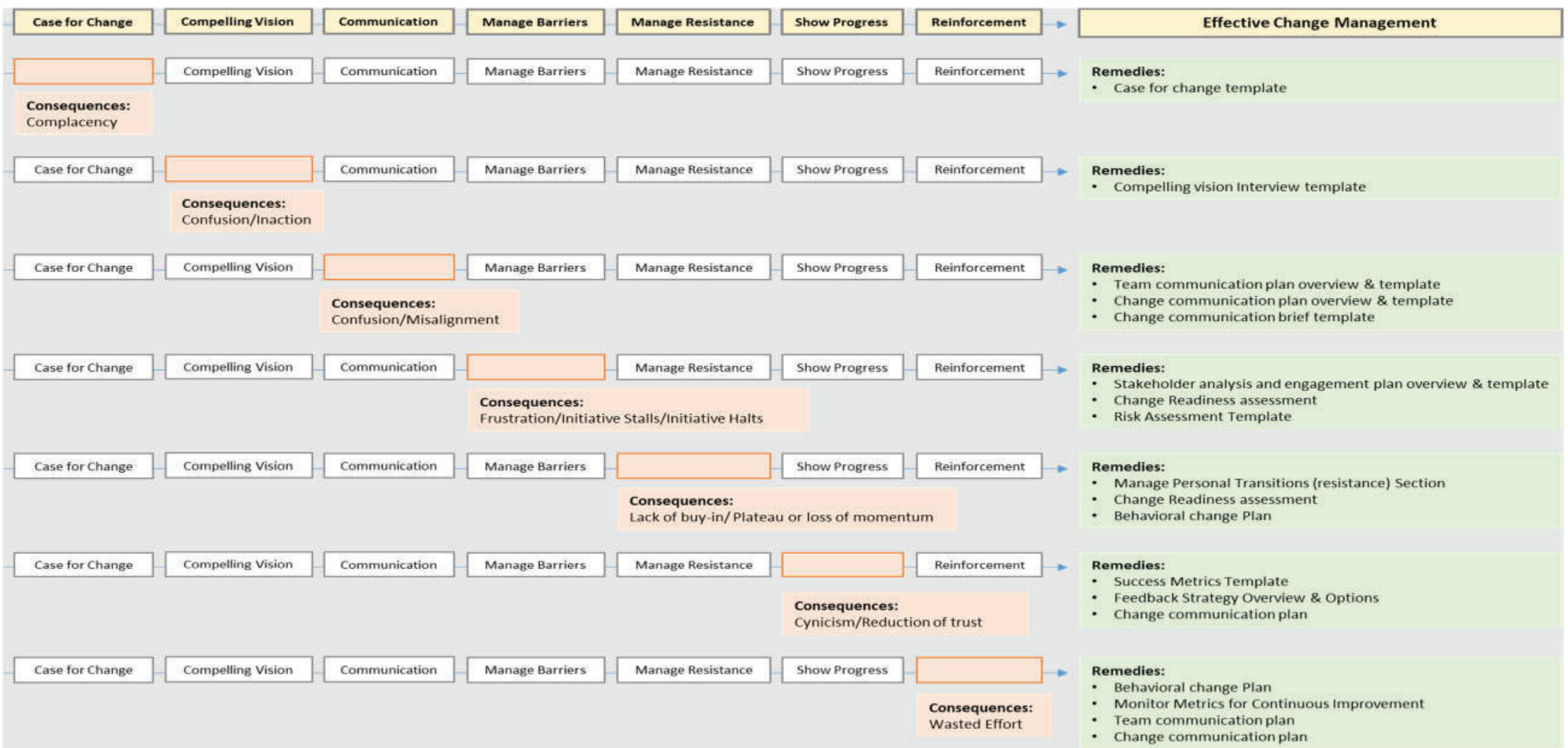



**Figure 1. Change Management Key Components**

# 2. Change Management Pre-Work

## 2.1 Change Behavior – Direct the Rational Thinker

Think of the rational side of an individual's brain as the Rational Thinker. The Rational Thinker's strength is to think and to plan. A Rational Thinker likes to contemplate and analyze information before deciding on a direction. When a Rational Thinker is not sure exactly which direction to go, they lead the emotional side of an individual's brain (the Emotional Thinkers) in circles. This lack of clarity results in confusion on behalf of the Emotional Thinkers and gives the Rational Thinkers the perception of resistance.

### 2.1.1 Make the Destination Crystal Clear

**Identify Differentiator Processes:**
In situations requiring change, the Rational Thinker sees problems everywhere which may result in "analysis paralysis" and negative perception of all current processes. To reduce conflicts between the Rational and Emotional Thinkers, the Rational Thinker needs to understand which current processes are differentiators within the current business or technical processes and which ones are open to migrating to Industry Best Practices (IBP) and/or "Out of the Box" (OOB) processes. These differentiators will point directly to solutions that work in the current environment and require replication in the future environment. All other processes can then be implemented quickly and reduce system customizations and complexity, thus creating a solution win that will provide direction and clarity from the Rational Thinker to the Emotional Thinker.

**Predefined Critical Tasks:**
Execution and end state solution falls under the purview of the Rational Thinker. The more choices available to the Rational Thinker, the more ambiguous the path. An ambiguous path creates uncertainty, which makes the Emotional Thinker anxious. An anxious Emotional Thinker wants to stay on the path of the "status quo" rather than change to an uncertain path. The "status quo" is comfortable and reduces the Emotional Thinker's anxiety. This means the Rational Thinker will have to constantly provide clear and simplistic paths and task assignments with acceptable lead time to keep the Emotional Thinker on the path. This will lead to successful change, elimination of ambiguous goals, and translate into concrete behavioral goals and adoption. Over time, these defined behaviors become instinctive and generate less vague direction from the Rational Thinker.

**Point to an All or Nothing Destination:**
It is necessary to provide the Rational Thinker with a near-term vivid picture of all or nothing goals which shows what could be possible. Describing a compelling destination prevents the Rational Thinker from getting lost in analysis. Instead, the Rational Thinker starts figuring out how to get to the goal. This also shows the Emotional Thinker why the journey is worthwhile, without giving the Emotional Thinker any wiggle room to rationalize failure.

Templates and tools are provided in this section to direct the Rational Thinker in relation to your change initiative.

### 2.1.2 Case for Change Template

The *Case for Change Template* is a tool that provides the Change Manager with one place to capture all the reasons a change needs to occur. Information to complete this template will be pulled from existing documents: Scope of Work, Project Charter, and relevant background information provided by the Sponsor.

Information on this template will be used to craft communications for each relevant audience impacted by the change.

**To reveal the reasons for the change, answer the following questions.**

| | |
|---|---|
| **Background**<br>What current problems need to be solved?<br><br>How did we get here? | |
| **Current State**<br>Where are we now?<br><br>Why is what we're doing currently not working?<br><br>What opportunities are being missed? | |
| **Risks of Not Taking Action What** future problems are anticipated if no action is taken? What is the impact to the organization? | |
| **Benefits of Taking Action** What are the benefits of making the change? What is the impact to the organization? | |

**Audience:**

- Tailor the Compelling Vision message to the audience
- Put yourself in the shoes of your stakeholders – what will be inspiring to them:
  - Sponsor
  - Process Owner(s)
  - Sub-process Owner(s)
  - Directors/Managers of impacted employees
  - Impacted Employees
  - Customers

**Figure 2. Case for Change Template**

### 2.1.3 Compelling Vision Interview Template

The *Compelling Vision Interview Template* is a tool that provides the Change Manager with probing questions to discuss with the Project Sponsor. Answers to these questions will be used to craft communications for each relevant audience impacted by the change.

**To discover the Sponsor's vision for the change, discuss and answer the following questions.**

| | |
|---|---|
| **Organizational Goal**<br>What do we hope to achieve? | |
| **Organizational Benefits**<br>How will things be better? | |
| **Impact to Stakeholders**<br>Expected benefits? | |
| **Impact to Stakeholders**<br>Potential consequences or impacts? | |

**Audience:**

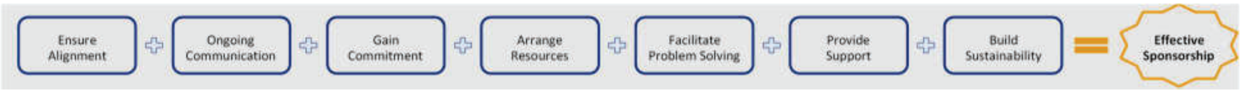
- Tailor the Compelling Vision message to the audience
- Put yourself in the shoes of your stakeholders – what will be inspiring to them:
  - Sponsor
  - Process Owner(s)
  - Sub-process Owner(s)
  - Directors/Managers of impacted employees
  - Impacted Employees
  - Customers

**Figure 3. Compelling Vision Interview Template**

### 2.1.4 Sponsor(s) Expectation Template

Effective project sponsorship is essential to the success of a change initiative. The executive sponsor is accountable for achieving the initiative's expected realized benefits. The project sponsor serves as the primary link between the project work team and executive leadership. This involves acquiring the necessary organizational support and facilitating strategic decision making to ensure a successful project outcome.

Throughout the lifecycle of the change initiative (pre-implementation, implementation, post-implementation) an effective sponsor must actively engage in the following activities:




The below table outlines the responsibilities of an effective sponsorship throughout the lifecycle of a change initiative:

| Pre-Implementation | Implementation | Post-Implementation |
|---|---|---|
| Ensure alignment with strategic goals<br>Assess organizational readiness based on existing commitments<br>Create and lead Steering Committee (if needed)<br>Contribute to Project Charter & provide sign-off for go/no-go decision<br>Communicate expected project benefits to impacted stakeholders<br>Delegate decision making authority as appropriate<br>Champion project pre-implementation kick-off with a personal commitment message<br>Serve as point person for escalated issues<br>Approve Project Plan and secure project resources<br>Attend regular status updates and provide feedback to prevent scope creep and course correct if needed | Delegate decision making authority as appropriate if iterations are necessary<br>Kick-off project implementation launch by publicly acknowledging work done for the change initiative<br>Receive regular status updates and provide feedback<br>Spearhead ongoing executive level communications and Steering Committee updates<br>Celebrate key milestones with Project Team<br>Communicate key milestones to impacted stakeholders | Broadly communicate and celebrate realized benefits and lessons learned<br>Attend lessons learned session and provide official sign-off for project closure<br>Sustain realized benefits by ensuring people and processes are in place for long term stability |

**Figure 4. Sponsor Responsibilities**

## 2.2 Stakeholder Analysis and Engagement Plan Overview

**What is a Stakeholder?**

A stakeholder is a person who has a vested interest in something and who is impacted by and cares about how it turns out.

**Potential Stakeholders:**

- People who can exert influence or pressure on your change
- People responsible for creating your change
- People who can choose to use or not use the results of your change
- People who will ultimately benefit from the work of your change

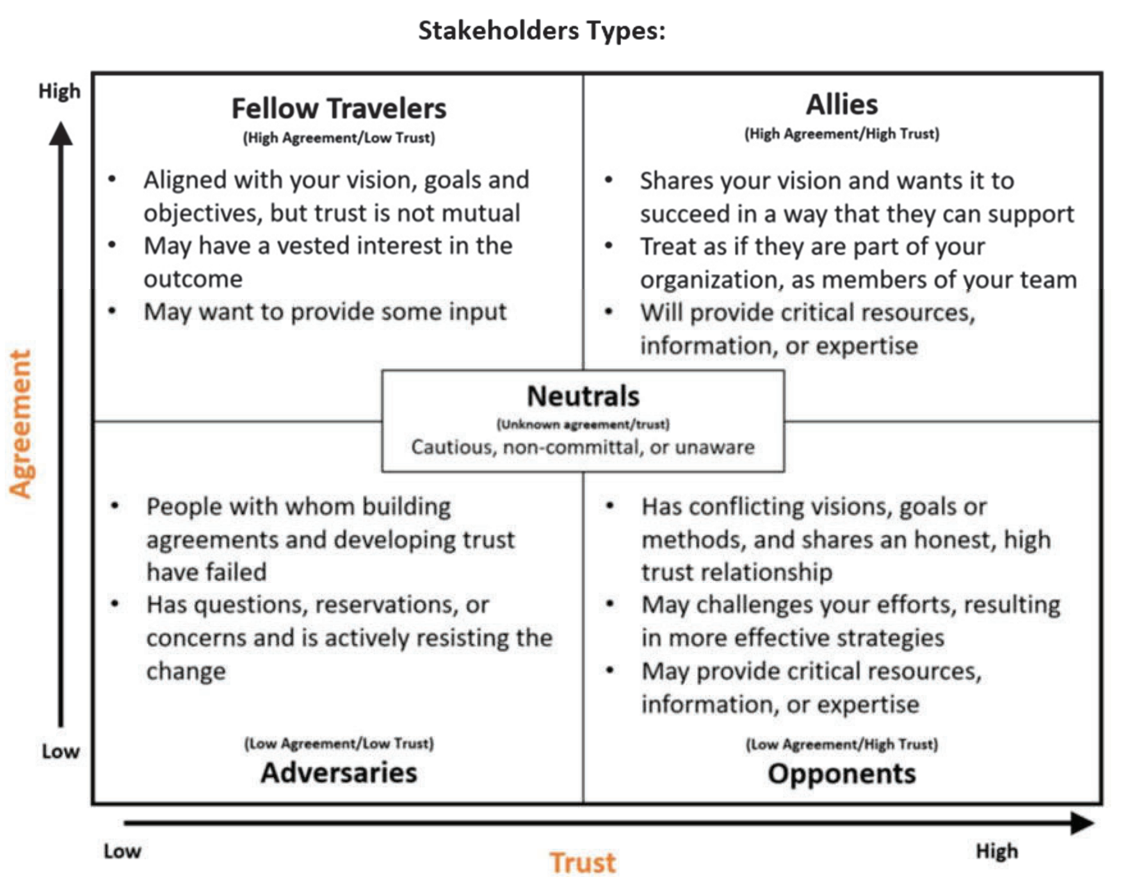



**Figure 5. Stakeholder Analysis and Engagement**

**Identify each of your stakeholders into their appropriate types:**

| List Your Allies |
|---|
| |
| **List Your Opponents** |
| |
| **List Your Fellow Travelers** |
| |
| **List Your Neutrals** |
| |
| **List Your Adversaries** |
| |

**Figure 6. Stakeholder Type**

**Strategy for engaging each Stakeholder Type:**
Once your stakeholders are identified into the appropriate type, it is a best practice to prioritize stakeholder engagement in the following order:

1. Allies
2. Opponents
3. Fellow Travelers
4. Neutrals
5. Adversaries

This prioritization strategy ensures the highest level of ongoing support for the change effort.

## 2.3 Stakeholder Approaches:

Listed below are various approaches for each Stakeholder Type to either maintain or shift each stakeholders' level of commitment.

**Allies** (High Agreement/High Trust)

An approach for Maintaining Agreement and Trust

*Goal: Affirm agreement*

1. Reaffirm the quality of the relationship
2. Acknowledge any doubts and vulnerability you have with respect to your vision and project
3. Discuss their issues or concerns with your project
4. Ask them for advice and support
5. Achieve understanding on their role and responsibilities
6. Confirm their commitment to support your project

**Fellow Travelers** (High Agreement/Low Trust)

An approach for Maintaining Agreement and Increasing Trust

*Goal: Build trust*

1. Reaffirm agreement by reiterating the value and importance of their support of your project
2. Acknowledge any caution that exists
3. Make it clear you are not expecting them to get actively involved
4. Ask them how they would like to be updated on the project going forward

**Opponents** (Low Agreement/High Trust)

An approach for Shifting Commitment and Maintaining Trust

*Goal: Build agreement*

1. Reaffirm the quality of the relationship
2. Identify their particular skills and talents and how these connect to your project
3. State your position (case for change, vision for change, benefits to them)
4. State what you think their position is in a neutral way
5. Extend a personal invitation for them to get involved with your project
6. Engage in problem-solving so that you build something together
7. Confirm their commitment to support your project

**Adversaries** (Low Agreement/Low Trust)

An approach for Shifting Agreement and Increasing Trust

*Goal: Minimize threat to your project*

1. Estimate the impact on your project if this person is not on board
2. Identify individuals who can educate you about this person, their issues, and concerns
3. State your position (case for change, vision for change, benefits to them)
4. Ask questions that respectfully uncover root cause of their resistance
5. State what you think their position is in a neutral way
6. Identify your own contribution to the lack of trust that exists
7. End the meeting with your plans and no demands
8. If you are going to go around them or over them, tell them your plans
9. Let go; the more you try to convert and pressure them, the more entrenched they will become in their position

**Neutrals** (Unknown Agreement and Unknown Trust)

An approach for Determining Agreement and Level of Trust

*Goal: Educate and determine their position*

1. State your position (case for change, vision for change, benefits to them)
2. Ask where they stand
3. Ask what it would take for them to support your project
4. Extend a personal invitation for them to get involved with your project

*(Balance of this page intentionally left blank)*

### 2.3.1 Stakeholder Analysis and Engagement Plan Template

Assess the level of commitment of each stakeholder and determine the actions needed to enhance agreement and trust.

- List all stakeholders identified above for your proposed change
- Describe your perception of their current understanding
- Place an "**X**" in the column that denotes their current Stakeholder Type
- Place a "●" in the column to denote the desired Stakeholder Type
- Describe the desired understanding you would like them to have
- Based on current Stakeholder Type, cut and paste the approach provided in the *Stakeholder Approaches* section to develop an action plan for stakeholder

| **Stakeholder** | **Current Understanding** *(Describe stakeholder's current understanding of the project and any needs/concerns)* | **Neutrals** | **Adversaries** | **Fellow Travelers** | **Opponents** | **Allies** | **Desired Understanding** *(Describe the desired understanding for each stakeholder to ensure successful adoption)* | **Discussion Approach** *(List the elements of the approach you plan to use with the stakeholder)* |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |

**Figure 7. Stakeholder Engagement Plan**

## 2.4 Change Readiness Assessment (baseline) Template

**Team:** ____________________________ **Stakeholder:**___________________________

| Questions to Assess Change Readiness | Yes | Partial | No |
|---|---|---|---|
| **(Awareness) Does your team or does your stakeholder understand…** | | | |
| 1. the problems inherent in the current situation? | | | |
| 2. the opportunities that are being missed if the change doesn't happen? | | | |
| 3. what is trying to be achieved? | | | |
| 4. how things will be better? | | | |
| 5. how the change will impact their area of work? | | | |
| 6. what their role will be in the future state? | | | |
| **(Desire) Does your team or does your stakeholder…** | | | |
| 1. know that management is aligned with the change efforts? | | | |
| 2. feel their concerns, questions, and needs are being heard? | | | |
| 3. feel hopeful about the future? | | | |
| 4. see value in the change? | | | |
| 5. believe a well thought out strategy is being put in place to achieve the change? | | | |
| **(Knowledge) Does your team or does your stakeholder… (skills, informational, training)** | | | |
| 1. have the necessary information, knowledge and skills to successfully fulfill their role? | | | |
| 2. know where to go for additional information about the change? | | | |
| 3. know what campus resources are available to support the personal side of change? | | | |
| 4. know what success looks like? | | | |
| 5. have a plan to achieve success? | | | |
| 6. know which behaviors will need to change? | | | |
| **(Ability) Does your team or does your stakeholder… infrastructure (systems, tools)** | | | |
| 1. believe that the organization has provided appropriate resources (time, staff, information, etc.) to support the anticipated change? | | | |

| | | | |
|---|---|---|---|
| 2. have the necessary systems, processes, and policies in place? | | | |
| 3. have the ability to execute the new behaviors required for the change? | | | |
| 4. know how to perform the required tasks? | | | |
| **(Reinforcement) Does your team or does your stakeholder…** | | | |
| 1. view management as a resource for removing/overcoming barriers? | | | |
| 2. have mechanisms in place to reinforce the required behaviors? | | | |
| 3. have metrics in place to assess the ongoing effectiveness of the change? | | | |
| **Total** | | | |

**Figure 8. Readiness Assessment**

## 2.5 Behavioral Change Plan:

To achieve successful implementation, changes in individual behaviors are required. Behavioral changes cannot be left to chance; they must be proactively planned for.

A behavioral change plan defines what success looks like, so it can be measured after the change is implemented. The most successful behavioral change plans look at the:

- Behaviors that need to change
- Systems, processes, and procedures that need to be in place to ensure success
- Other preparation activities required (e.g. training)
- Consequences necessary to sustain behavioral change

Using the questions below, a behavioral change plan is created by the team, for the team, to ensure sustained behavioral change. The leader creates an initial draft of the plan which is distributed to the team to obtain feedback. The team's feedback is then incorporate into a revised plan in order to achieve buy-in prior to implementation.


**1. What behaviors need to change?**

**2. What does success look like? How will you measure it?**

**3. What knowledge, skills, and abilities are needed to ensure new behaviors?**

**4. What systems and tools are needed to support the behavior change?**

Behavioral Change Plan, Continued:

5. **What new policies, procedures, and/or processes are needed to support the behavior change?**

   ______________________________________________________________________________
   ______________________________________________________________________________
   ______________________________________________________________________________
   ______________________________________________________________________________

6. **What training is needed to support the behavior change?**

   ______________________________________________________________________________
   ______________________________________________________________________________
   ______________________________________________________________________________
   ______________________________________________________________________________

7. **What organizational assistance is available to emotionally support the employee?**

   ______________________________________________________________________________
   ______________________________________________________________________________
   ______________________________________________________________________________
   ______________________________________________________________________________

8. **What reinforcements/consequences need to be in place to sustain behavior change?**

   ______________________________________________________________________________
   ______________________________________________________________________________
   ______________________________________________________________________________
   ______________________________________________________________________________

**Figure 9. Behavioral Change Plan**

## 2.6 Team Communication Overview:

To achieve successful implementation, ongoing team communication is required. Communication must be proactively planned for and scheduled.

During times of change it is not uncommon for leaders to experience the following frustrating scenario:

> *"As the manager, I feel like I have communicated clearly and frequently about the current changes, the business plan to address the changes, and the need to move forward. However, the large majority of my team seems confused about any possible changes and at least one staff member has blamed me for not giving the staff enough information."*

**Leaders often wonder… Why does this happen?**

We know from brain imaging research, that we cannot think cognitively very well when we are emotional. The deductive reasoning area of our brain shrinks! When anxiety and fear are cumulative, our ability to function becomes impaired. This is true for us and for our employees. As supervisors, not only do we need to take steps to address our own emotions around the change, but we need to provide resources, be available to our employees, and role model self-care

The reason we communicate extensively during change is to ensure that everyone is hearing the same message, understands the new direction, and how their work and behaviors will be impacted by it. Something to keep in mind is, when people are under stress, their ability to process information is reduced by 80%.

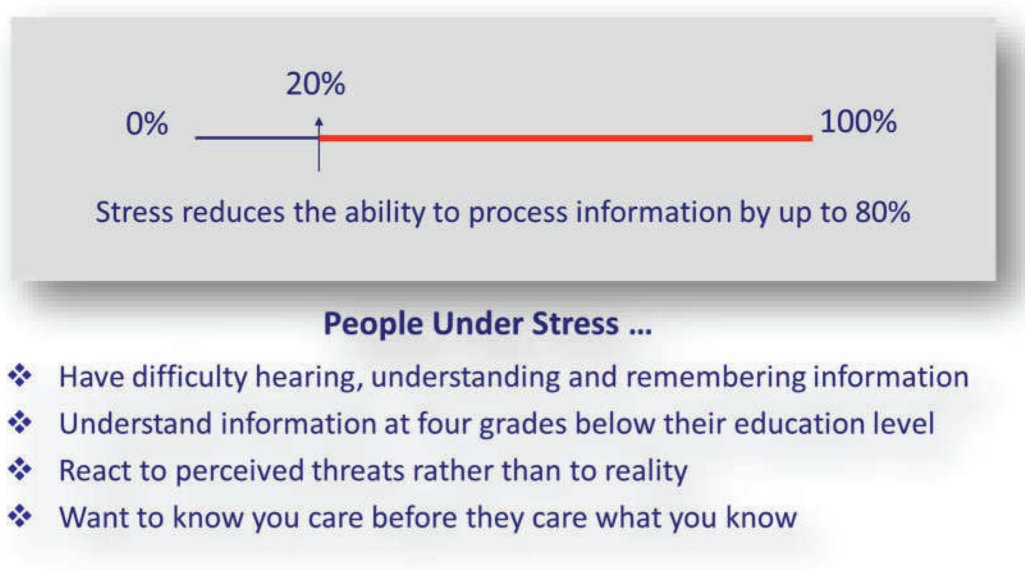



**Figure 10. Team Communication Overview**

### 2.6.1 Team Communication Plan

The goal of change communication is to facilitate sustained realization of the change goal by recommitting people along the way. While we are communicating, people will have a limited capacity to absorb information under stress. This is why we simply cannot communicate too much.

| Type of Meeting | Purpose of Meeting | What to Communicate |
| --- | --- | --- |
| Initial Group Meetings | • Listen and encourage dialogue specific to the proposed change<br>• Deliver change message o<br>Case for change o<br>Vision for the future o<br>Explain how the team's work will be impacted by the larger organizational change<br>o What is/isn't changing<br>• Address issues, concerns and ideas<br>• Review initial draft of the team specific Behavioral Change Plan<br>• Explain next steps:<br>o Upcoming 1:1s<br>o Creation of work team to provide feedback on Behavioral Change Plan<br>• Reference *Best Practices for Communication** | When building commitment, begin by reiterating the global organizational message about the change (both Case and Vision). Then provide specific information about how this change will impact the team's work. This helps those affected learn and understand what actions are required of them to actualize the change and achieve its desired outcomes.<br><br>Throughout the lifecycle of the change, communicate constantly and continue to provide opportunities for the team to raise concerns and provide input. During times of change, leaders often feel they have communicated excessively, while employees believe they haven't received enough communication. It is critical for leaders to understand that during times of change employees are under a great deal of stress. Physiologically, stress reduces people's ability to process information by up to 80%. Therefore, if you think you have communicated enough, communicate 10X more and then it may actually be enough. |
| Regularly scheduled 1:1 Meetings | • Surface and address individual issues related to the proposed change<br>• Check-in on each individual's commitment to the change<br>• Reference *Best Practices for Communication** | In addition to frequent communication, it is also important to use both group and 1:1 meetings as an opportunity to ascertain each individual's level of commitment for the proposed change. For those who aren't fully committed, use 1:1 meetings to discover/discuss what would move the person further towards acceptance. |
| Ongoing Group Updates | • Modifications to the proposed change<br>• Update on the progress of the Behavioral Change Plan<br>• Reference *Best Practices for Communication** | 1:1 conversation also provides an opportunity for the leader to continually assess each team member's emotional stage. Once the stage is identified, use the information provided in *The Change Process – Indicators & Strategies (Kubler-Ross)*, to provide the appropriate support needed. |

**Figure 11. Team Communication Plan**

***Best Practices for Communication**

- Communicate often
- Support the change with a positive, yet realistic attitude
  - Do raise concerns to the level above you
  - Don't criticize the proposed change to the level below you
- Be concise/consistent/use simple language
- Be honest about what is/is not known
- Show caring and empathy
- Listen more than talk, acknowledge feelings
- Be aware of tone, e.g., pronouns ("we" not "you")
- Provide opportunity for dialog, ask for input and feedback (to ensure commitment to the proposed change)
  - Ask… "What additional information do you need?"
  - Ask… "How can we best set you up for success?"
- Using the information provided in *The Change Process – Indicators & Strategies (Kubler-Ross)*, continuously assess each individual 's emotional stage and provide them the suggested support

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# 3. Manage Personal Transitions (resistance)

## 3.1 Change Behavior – Motivate the Emotional Thinker

Think of the emotional side of an individual's brain as the Emotional Thinker. The Emotional Thinker's strength is emotion. Without emotion there is no motivation (no energy) to get things done. Highly successful change efforts find ways to help others see the problems/solutions in ways that influence emotions. Most people think successful change happens in this order: analyze – think – change. In fact, most successful change actually happens in this order: see – feel – change.

When an Emotional Thinker is not in agreement with the direction their Rational Thinker wants to go, the Rational Thinker is going to lose. The Rational Thinker may get their way temporarily, through close monitoring and exerting force, but in the long term the Emotional Thinker will always overpower the Rational Thinker. Why? Force is an exhaustible resource. Often what looks like resistance is exhaustion**.** Motivation provides the energy the Rational Thinker needs to maintain self-control; a lack of motivation may doom a change effort.

### 3.1.1 Ways to Motivate the Emotional Thinker

**Find the Feeling**

Knowing something is not enough to cause change. When people fail to change, it is usually not due to a lack of understanding. Analytical arguments do not motivate; emotions motivate. Eliciting negative emotions can motivate quick/specific actions, but eliciting positive emotions is a better approach when broadening/building actions are needed for the change effort.

**Shrink the Change**

When a task seems too big, or a journey too long, the Emotional Thinker becomes overwhelmed and resists. Emotional Thinkers get easily demoralized and they need a lot of reassurance. One way to make the change less daunting is to help the Emotional Thinker create impact and feel closer to the finish line by proactively planning for quick wins and creating easy to reach milestones. The Emotional Thinker finds it more motivating to be partly finished with a longer journey than to be at the beginning of a shorter journey. Quick wins and easy to reach milestones, create a sense of progress and immediate impact and make the change effort seem less daunting. These create feelings of hope and increase the Emotional Thinker's confidence that the change can succeed. Feelings of hope and confidence are motivating to the Emotional Thinker.

**Grow Your People**

Any pursuit, even one that is ultimately successful, is going to involve failure and the Emotional Thinker really, really, hates to fail. Failure triggers a "flight" instinct. To keep the Emotional Thinker motivated, adopt a learning frame to assist the Emotional Thinker in having a growth mindset. Lasting change is rarely a smooth journey. More often, it is experienced as three steps forward and two steps back. Create the expectation that while the overall mission will not fail, failures are expected along the way. The Emotional Thinker will persevere if it expects the journey will be hard before it is easy, and if it perceives falling down as learning rather than as failing.

We will use all the templates and tools provided in this section (*Manage Personal Transitions - Resistance*) to motivate the Emotional Thinker in relation to your change initiative.

## 3.2 Transition Model

As a leader of change, it is important to recognize how change will impact the emotional experience of an employee. One way to understand change is in terms of situation and transition.

**Change is situational**. It is a disruption of expectations (e.g. new worksite, manager, roles, policy, processes, technology, etc.). Every change, even the most longed for, requires leaving something behind and letting go.

**Transition is psychological.** It is the process people must go through to come to terms with the new situation. It requires letting go of something, grieving in some way, experiencing feelings of loss and processing those effectively to move forward. This requires time and, since it is experienced internally, it may be invisible or hard to observe in others.

The transition process has three stages:

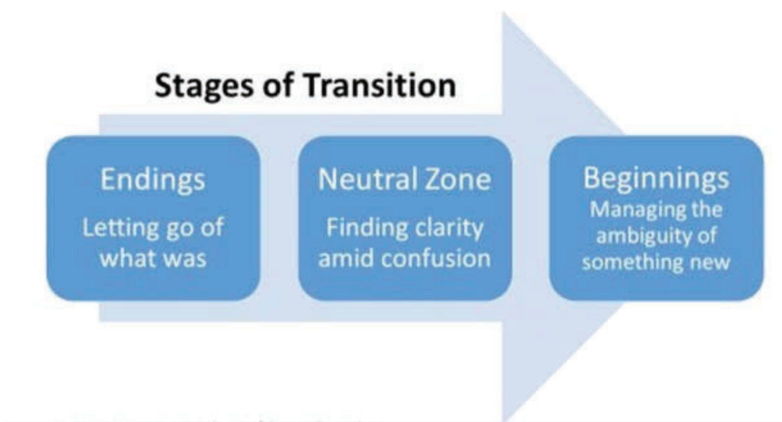


**Figure 12. Transition Model**

The work of **Endings** is letting go of the way things have been, including acknowledging what will end and what will be retained in the new.

The work of the **Neutral Zone** is finding clarity amid confusion. This is the space between the old familiar way and the future state. It is filled with both danger and opportunity. It feels like being between trapezes, where there is nothing to hold onto.

The work of **Beginnings** is managing the ambiguity of starting something new. It requires understanding why the old way had to change, having a picture in mind of the future state, a plan for getting there, and a role in the new state.

### 3.3 Change Process Model (Kubler-Ross)

Another way to understand change is Elizabeth Kubler-Ross' Grief Cycle Model (1969) illustrated here. This model, originally used to explain an individual's bereavement change journey, is also widely used to explain the emotional responses people experience during other forms of change.

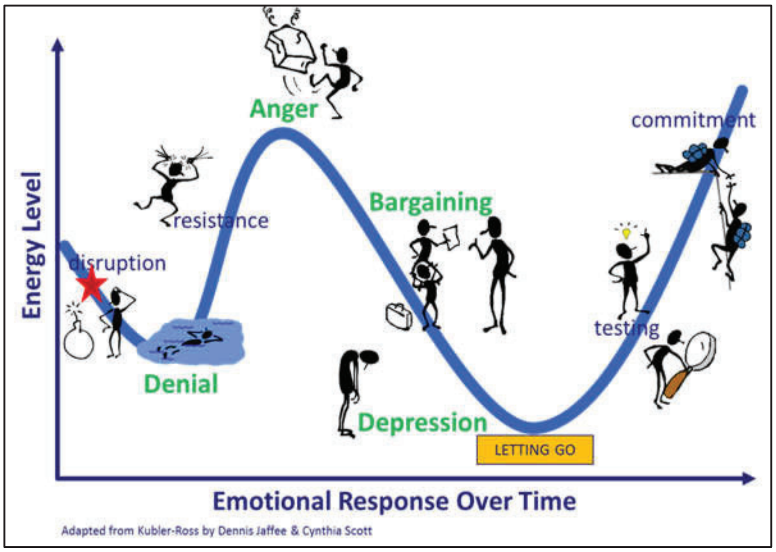


**Figure 13. Kubler-Ross Model**

The model identifies an individual's emotional journey over time. As a leader, you must support people differently at each of the different emotional stages. The stages of change are:

- Denial
- Anger
- Bargaining
- Depression
- Acceptance

While the journey appears sequential, in real life people move through the stages at different rates. Some individuals go through the stages in a rather linear fashion. They seem to zip right though the resistance parts of the journey, moving rather quickly straight to acceptance.

Others may get stuck for a period of time at a particular stage. They have trouble "letting go" causing them to get stalled along the way.

When multiple changes are staggered or simultaneously occur in an organization during a short period of time, it is not uncommon for an individual to revert to an earlier stage as the next wave of change hits.

Interestingly, all individuals tend to go through the same emotional journey whether they perceive the change as a positive (something they have chosen) or as a negative (something that has been thrust upon them). People often wish they could skip the resistance part of the journey; they can't. They must go through each of the stages to let go of the past and move forward into the future.

### 3.3.1 Change Process Model – Indicators and Strategies (Kubler-Ross)

As a leader, you will notice your employees moving through the stages of change at different rates. To set your team up for success, it will be necessary to be attentive to the emotional stage each individual is experiencing and adjust your support accordingly. In addition to being a resource for your team, you will want to use the strategies below to provide support yourself as well.

Listed below are behavioral indicators along with various strategies to use at each stage to help you generate a plan to provide individual support. Recognizing and proactively responding to the needs of each employee at each stage will help mitigate resistance and provide momentum to move employees forward through the change journey.

**Denial Stage**

**You See:**

- Indifference
- Disbelief
- Going through the motions
- Avoidance/Withdrawal

**You Hear:**

- Silence
- "It's OK"
- "It will never happen"
- "It won't affect me"
- "All we need to do is…"

**Strategies:**

- Provide frequent, consistent information about the change; explain what to expect and actions to adjust
- Clarify what is changing and what is not
- Place change in broader context
- Address rumors and misinformation; confront without threatening

**Resistance (Anger/Bargaining/Depression) Stage**

**You See:**

- Anger/Hostility
- Complaining
- Glorifying Past
- Skepticism
- Accidents
- Lack of concentration

**You Hear:**

- It's unfair"
- "It doesn't make sense"
- "I'm leaving"
- Asking for more detail

**Strategies:**

- Acknowledge and legitimize feelings, don't justify the need for change now
- Clarify case for change
- When old issues resurface, don't choke or punish them
- Give more information about the change; tell people where they stand
- Establish firm expectations
- Determine knowledge/skill gaps to prepare for the change
- Provide exposure and opportunity to influence participation

### Change Process Model – Indicators and Strategies (Kubler-Ross) continued:

**Testing Stage**

**You See: Strategies:**

- Exploring options •
- Risk-taking •
- Tentativeness setting,
- Impatience •
- Activity without Focus
- Reinforce desired

**You Hear:** • Celebrate

- Enthusiasm • Provide
- Optimism contribution
- "I've got an idea"
- "Let's try..."
- "What if...

Focus on short –term goals and priorities
Encourage personal stock-taking and goal and exploring options
Encourage risk-taking
• Encourage new skills to be acquired behaviors
successes and endings
opportunities for participation and
• Acknowledge efforts and the struggle

**Acceptance Stage**

**You See:**

- Acceptance of the change
- Future orientation
- Initiative
- Self-efficacy
- Confidence

**You Hear:**

- "How can I contribute?"
- "Let's get on with it"
- "We can do it even better"
- "I'm prepared whatever comes up"

**Strategies:**

- Provide guidance, support, and recognition
- Provide frequent feedback on progress
- Establish "performance levers" to sustain new behavior
- Provide leadership: less information, more inspiration
- Be careful not to overload or burnout
- Enroll as advocate to assist others

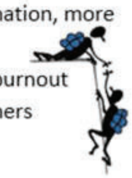

**Figure 14. Change Process Model**

## 3.4 Core Value Exercise

One way to effectively manage resistance to change is to tap back into your own core values and find a way to anchor one or more of them to some aspect of the change. At the time a change is announced, the Core Values Exercise tool may be used proactively to create emotional resonance and assist you in supporting the change from a place of authenticity. If the change is already underway, the tool may be used reactively to help you mitigate internal resistance and continue moving you forward through the change journey.

**For example:**

- If one of your Core Values is *Creativity*, and you believe the change will bring you more opportunities to be creative in your job (doing less repetitive/routine work) then this would contribute to you supporting the change.
- If one of your Core Values is *Responsibility*, you may be able to tie supporting the change efforts to what it means to you to be "responsible" at work and be able to support the change authentically from that perspective.

**Circle your top 5 values from the list below. Add any that are missing and are meaningful to you:**

| | |
|---|---|
| Authenticity | Harmony |
| Balance | Health |
| Commitment | Honesty |
| Compassion | Humor |
| Concern for others | Integrity |
| Courage | Intelligence |
| Creativity | Joyfulness |
| Education | Kindness |
| Empathy | Knowledge |
| Excellence | Loyalty |
| Fairness | Openness |
| Faith | Perseverance |
| Family | Personal growth |
| Freedom | Respect for others |
| Friendship | Responsibility |
| Fun | Security |
| Generosity | Serenity |
| Genuineness | Service to others |
| Happiness | Success |
| ____________________________ | ____________________________ |

**Figure 15. Core Values**

**Looking at your identified core values, can you align one or more to the change? If so, how?**

____________________________________________________________________________________________________

____________________________________________________________________________________________________

____________________________________________________________________________________________________

____________________________________________________________________________________________________

## 3.5 Best Practices for Leading Change

### 3.5.1 Things to do

One way to effectively manage resistance to change is to tap back into your own core values and find a way to anchor one or more

**Provide information, what you know, what you don't, when to expect updates. –** Employees need all available information to make realistic assessments and effective plans. Share what information you have when you have it: what is changing, what is not, what is known, what is unknown, when to expect updates.

**Display a positive attitude –** As the leader, you are in a position of great influence. In a sense you are your team's North Star. Even if you are not yet fully onboard with the change, display to your team an attitude that is unbiased and welcoming of feedback.

**Stay connected to your team –** Focus on team goals, foster support, monitor functioning, and celebrate achievements.

**Re-recruit people –** Reiterate to each team member their value, and your desire to have them remain on the team and support the change.

**Surface issues and concerns –** Show empathy; help employees reframe their personal response to the change so they can effectively manage their own personal resistance

**Provide more structure –** Define short-term objectives, time frames, priorities, and standards to help your team regain its equilibrium

**Protect quality and customer service –** Service standards must remain high.

**Delegate** – Continue delegating work tasks while remaining mindful of each employee's emotional stage and providing them relevant support.

**Empower –** As appropriate, give employees more influence in day-to-day decisions. Determine the appropriate level of authority to assign by considering an employee's current emotional stage, level of experience, capability, and the task itself.

**Raise the bar –** Provide challenging assignments and coach employees to grow and develop their skills

**Recognition –** During change it is especially important to show appreciation and provide acknowledgement for work well done.

**2-way communication –** Be honest about what you can't say or don't know and be open to hearing feedback.

**Inform/update higher management –** Provide candid feedback on the change as it relates to the work and its impact on the people. This ensures leadership has the information needed to make informed decisions

**Practice the 4 Vs:**

This is not a change strategy by itself, rather a piece of a larger strategy, or a tool, to use at the very moment the change goes live.

- **Visibility** – Be visible, available and interested in your employees during this time. Brief check-ins will leave employees feeling supported and valued.
- **Variability** – Allow for varying personal reactions (see Kubler-Ross grief cycle model, pages 26-27) and give employees more flexibility at work to take care of themselves.
- **Ventilation** – allow opportunities (both formal and informal) for employees to tell their stories, compare their reactions, and express their feelings. Productivity may decrease initially; however, allowing ventilation can expedite getting back to a focus on work.
- **Validation** – say thank you and acknowledge employees for their contributions. Special recognitions and verbal encouragements go a long way in challenging times.

### 3.5.1 Things Not to do

**Don't censor information or hold back until everything is known**

Employees need all available information to make realistic assessments and effective plans. Share what information you do have, when you have it even if the information you have is not complete.

**Don't express cynicism**

Employees look to you as a role model and need your support and constructive guidance.

**Don't be unrealistically positive**

Don't be a Pollyanna; acknowledge when things are difficult.

**Don't isolate yourself**

Employees need access to you to feel supported. Use employees' cues to know when to become more involved and when to back off.

**Don't expect all employees to react the same way at the same time**

Employees respond to the same situation differently (see Kubler-Ross grief cycle model, pages 26-27).

**Don't enable resistance**

Enabling is an action you take that protects the employee from consequences of his/her actions and helps the employee to not move through the change process. Examples of enabling include:

- **Covering Up**
  Providing alibis, making excuses or even doing someone's work for them rather than confronting the issue that they are not meeting expectations.
- **Rationalizing**
  Developing reasons why the person's behavior is understandable or acceptable.
- **Withdrawing/Avoiding**
  Avoiding contact with the person whose behavior is problematic.
- **Blaming**
  Blaming yourself for the person's continued challenging behavior or getting angry at the individual for not trying hard enough to improve their behavior or to get help.
- **Controlling**
  Taking responsibility for the person by significantly changing their environment or trying to minimize the impact by moving them to a less important job.
- **Threatening**
  Saying that you will take action (i.e. formal disciplinary action) if the employee doesn't improve, but not following through.

# 4. Develop Change Plan

## 4.1 Create the Path

To direct the Rational Thinker and motivate the Emotional Thinker, it is important to shape the Path by focusing the situation and its surrounding environment. Without a specific plan there is no clear path to get things done. Being specific narrows the focus, so the Emotional Thinker and the Rational Thinker are more likely to work together toward the common goal.

### 4.1.1 Make the Required Changes Specific

**Tweak the Environment**

What looks like a person problem is often a situation problem. Simple environmental tweaks may make the journey easier which can lead to dramatic behavioral changes because less self-control is required to achieve the result. Look at the situation and determine ways to make the right behaviors a little bit easier (those that support the change) and the wrong behaviors a little bit harder (those that maintain the status-quo).

**Build Habits**

Think of habits as behavioral autopilot. Habits allow behaviors to happen without the Rational Thinker having to take charge and exert self-control. Since self-control is an exhaustible resource, the more behaviors that can occur without tapping into it the better. Behavioral habits can be stitched into the environment using action triggers. An action trigger initiates a preloaded decision to engage in a certain behavior. When people pre-decide, they turn the control of their behavior over to the environment, and an instant habit is created.

One type of action trigger is linking two behaviors together. For example, a person who drinks coffee each morning can connect this behavior to writing a to-do-list for the day. A more elaborate action trigger is the use of a checklist. It educates the Rational Thinker on what is best and indicates the ironclad right way to do something. In complex environments, it can help individuals avoid blind spots and provide insurance against over confidence that can lead to mistakes.

**Rally the Herd**

In ambiguous situations, individuals look to other people for cues about how to behave. People are incredibly sensitive to the norms and expectations of the communities they are in, and instinctively try to fit in with their peer group. The Emotional Thinker looks to the herd for cues about how to behave especially in unfamiliar or ambiguous situations. Because behavior is contagious, publicize situations where the herd has embraced the right behavior and intentionally create language to articulate what is different and better about the change. These steps will serve to unleash the change by rallying the support of early adopters in swaying others in the community to get on board.

We will use all the templates and tools provided in this section (*Develop Change Plan*) to shape the Path in relation to your change initiative.

## 4.2 Implementation of Strategies

When implementing change, there are three strategies to consider: Pilot, Big Bang, or Phased Big Bang.

**Pilot**: Choose a Pilot implementation, if you are testing a new innovative idea, possible growth strategy, or very risky core business operation. By implementing a pilot this will help the project team to analyze results, determine Return on Investment (ROI) and identify areas of risk and/or improvement before a full implementation roll-out. Ultimately, the reason for pilot testing is to test quickly and iterate as necessary.

**Big Bang**: Choose a Big Bang implementation for initiatives that align to strategic business priorities driven from the highest levels of leadership. A Big Bang is best used for rolling out a new system or strategy that requires campus-wide adoption and is effective immediately. The implementation typically occurs all at once, and mass communications are used to update and inform employees.

**Phased Big Bang**: A Phased Big Bang approach is used to chunk the implementation roll-out into multiple releases. This approach aims to reduce operational risks associated with ramp up time or scalability and gives the project team the opportunity to iron out any difficulties identified. Groups who are selected for the first release must be willing to provide necessary feedback and be strong adopters of the strategy. As each new release rolls-out, implementation is expected to get easier as it gains more positive employee traction.

*Example:*
*Release 1:* *Roll-out – January 1*
*Release 2:* *Roll-out - March 1*
*Release 3:* *Roll-out – June 1*

Characteristics of each Strategy

| | **Pilot** | **Big Bang & Phased Big Bang** |
|---|---|---|
| **Timeframe**<br>*How long will this project run?* | Lasts less than 3 months | More than 3 months |
| **Risk**<br>*Associated risk of execution* | Low Risk | High Risk |
| **Cost**<br>*Capital cost, 3rd party resources etc.* | High initial cost | Low cost over time |
| **ROI**<br>*Return on Investment* | Volatile return | Faster return |
| **Disruption to Operations**<br>*Ramp-up period, CM etc.* | Minimal; However, employees may lack buy-in to test | Moderate; Organization will need ramp up time |
| **Next Steps for Implementation** *Go forward as-is or iterate* | Requires go/no-go decision | Always a "go" decision; with Sponsor approval |

**Figure 16. Implementation Strategy**

## 4.3 Risk Assessment Template

The purpose of risk assessment is to identify potential problems before they occur. This is to ensure risk mitigation activities can be planned and implemented as needed across the lifecycle of the change initiative. Use the following *Risk Assessment Template* to identify and address any issues that may hinder the projects desired outcomes.

How to use the *Risk Assessment Template:*

1. List and describe the risk associated with the change initiative
2. Indicate the risk category:
    - Compliance - Adheres to laws, regulations, and policies
    - Efficiency – Proficiently achieving the objectives of the process
    - Financial – Efficient stewardship of funds
    - Health & Safety – Promotes a healthy community and safe working environment
    - Information – Supports accuracy and reliability of data
    - Operational – Productive use of resources
    - Reputational – Impacts Country's brand
    - Security – Protect and secure information to prevent exploitation, corruption, or loss of data
    - Strategic – Supports organizational and departmental collaboration objective
3. Use the below *Risk Assessment Matrix* to identify the appropriate risk approach

**Risk Assessment Matrix**

| | | **What are the chances the risk will occur?** | | |
|---|---|---|---|---|
| | | *Unlikely* | *Possible* | *Very Likely* |
| **How bad could the impact be?** | *Very* | **Mitigate** Create risk plan | **Mitigate** Create risk plan | **Avoid** Unacceptable level of risk |
| | *Somewhat* | **Mitigate** Create risk plan | **Mitigate** Create risk plan | **Avoid** Unacceptable level of risk |
| | *Not Very* | **Accept** Proceed; no formal risk plan needed | **Accept** Proceed; no formal risk plan needed | **Mitigate** Create risk plan |

**Figure 17. Risk Assessment Matrix**

4. For each risk identified with an approach of either *Mitigate* or *Avoid* indicate how the risk will be addressed

## Risk Assessment Template continued:

| 1. Risk Description | 2. Risk Category | 3. Risk Approach | 4. Risk Plan |
|---|---|---|---|
| *Sample:*<br>*Vendors used for roll-out of change initiative may violate U.S. federal laws and regulations* | *Compliance* | *Avoid* | *Ensure vendors' contracting terms include UCB's right to monitor and audit* |
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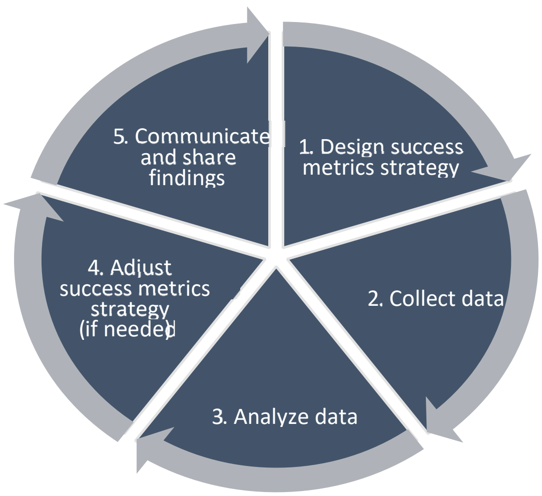
**Figure 18. Risk Assessment**

## 4.4 Success Metrics Overview

When implementing a change in the workplace, it is imperative to have success metrics. Success metrics can be defined as the metrics that help leadership to assess the overall health and achievement of the change. Success metrics are useful across all levels of the organization as they evaluate, indicate, and measure performance based on the objectives set forth by the change initiative. From a leadership standpoint, they help leaders understand the initiatives overall impact. Many of these metrics include specifics on how many employees are affected and how the change has impacted their engagement.

The below graphic shows the cycle of determining and tracking success metrics for the change initiative.




**Success Metrics are quantitative data obtained from:**

- Customer Satisfaction
- Financial Performance (e.g., cost, revenue)
- Operational Performance (e.g., rework, lead time, handoffs)
- Product and/or Service Quality (e.g., quality, defects, volume, frequency)
- Public Outreach (e.g., number of people impacted)
- Supplier Performance (e.g., reliability, durability)

**Feedback is qualitative data obtained from:**

- 1:1 Meetings
- Team Meetings
- Focus Groups
- Surveys
- Open Comment Box (Live URL available 24/7)
- Incentivized feedback

Success metrics and feedback are used to understand the current landscape of the change effort through all stages of the initiative. Quantitative data can be disseminated via metrics reporting. Qualitative data must be combined and grouped into common themes in order to bubble up relevant information. For transparency, all impacted employees must be provided the outcome of the metrics and feedback provided to leadership.

- **Pre-Implementation – gather success metrics**
  Use the time before implementation occurs to hypothesize possible success metrics tied to the change objectives. These metrics should be defined before Day 1 of the Pilot, Big Bang, or Phased Big Bang kick-off.
- **Implementation – Pilot, Big Bang, or Phased Big Bang Kick-off**
  The first three months is the learning curve period. During this time, expect many of the metrics to be volatile. Typically, after 3 months the data will start to normalize, and a true pattern of the strategy's performance will emerge.
- **Post Implementation – monitor, control success, and promote continuous improvement**
  By the end of the testing period the change strategy should now be evergreen in your department. To ensure its continued success, monitor and keep all success metrics visible to the users at hand. Update these metrics with a particular cadence (weekly, bi-weekly, etc.) and have conversations around achievements or improvement opportunities as they arise throughout the year. Refer to *Monitor Metrics for Continuous Improvement*.

Employees have a responsibility to the County to be accountable for the changes made year over year. Ongoing monitoring of metrics ensures a feedback loop for continuous improvement. This feedback helps leadership to understand that no one process is forever optimal. By maintaining the conversation of metrics, you can collectively celebrate success while continually exploring improvements together.

## 4.5 Success Metrics Template

Determine the metrics that speak to the change initiatives objectives and are critical to sustaining success.

| What is changing? | What is the measure? | Success metrics data category. | Currently exists as a metric? (Y/N) | Data Owner? | Frequency (Wkly, Mnthly, etc.) |
|---|---|---|---|---|---|
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |

Success Metrics Data Categories (Example):

| | | |
|---|---|---|
| Financial Performance (e.g. cost, revenue) | Operational Performance (e.g. rework, lead time, handoffs) | Product and/or Service Quality (e.g. quality, defects, volume, frequency) |
| Customer Satisfaction | Public Outreach (e.g. number of people impacted) | Supplier Performance (e.g. reliability, durability) |

**Figure 19. Success Metrics**

## 4.6 Feedback Strategy Overview

When implementing a change, we create a feedback strategy for each phase of the change:

**Pre-implementation** – used to understand existing concerns

**Implementation** – illustrates how the implemented change immediately impacted the identified concerns and helps determine if iteration is necessary

**Post-implementation** – used to monitor and control the implemented change and fosters continuous improvement

The data collected in each phase allows the Project Team to understand the successes and ongoing opportunities of the roll-out. This information is communicated to the Leadership Team to enable informed decisions. The following graphic illustrates the elements of the feedback strategy.

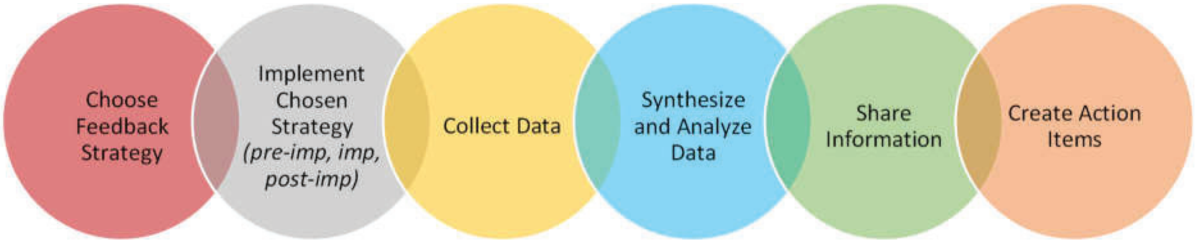



**Figure 20. Feedback Strategy**

### 4.6.1 Feedback Strategy Options

When obtaining feedback there are various self-service or in-person methods to choose from. Use the tables below to select the strategies that best apply:

**Self-Service Feedback Strategies**

| Description | Advantages | Pre-Implementation | Implementation | Post-Implementation |
|---|---|---|---|---|
| **Surveys/User Polls *(Survey Monkey, Qualtrics, etc.)*** Used to obtain the overall pulse of the change. It is best to use no more than four surveys during the lifecycle of the project to avoid survey fatigue. *(requires vetting of questions and testing of tool selected prior to use)* | • easy to use<br>• reach large numbers of people<br>• anonymous (optional) | 1 survey to understand current state | 1 pulse survey sent one week after go-live date | Used periodically for continuous improvement |
| **Open Comment Box** An open text box that lives on a dedicated project specific web page or a department's intranet. This mechanism is best suited for postimplementation where the feedback goes directly to the process owner for continuous improvement. *(may require ongoing monitoring)* | • live URL available 24/7<br>• anonymous (optional)<br>• may leave open indefinitely for ongoing input | n/a | Ongoing throughout implementation period | Ongoing for continuous improvement purposes |
| **Incentivized Feedback** Use work appropriate incentives to increase feedback participation (e.g. raffle, gift cards, event tickets, etc.). *(consider any potential impact the incentive may have on the data being collected)* | • elicits<br>• creates excitement that increases individual participation and leads to word of mouth marketing | n/a | n/a | Collect feedback over 2weeks |
| **1:1 Meetings** Utilize 1:1 meetings to learn how the change is being received *(requires safety and trust)* | • comfortable setting<br>• enables vulnerability<br>• gathers individual in depth feedback | Discussion topic at each 1:1 meeting | Discussion topic at each 1:1 meeting | Discussion topic at each 1:1 meeting until change fully realized |

## Feedback Strategy Options Continued

| In-Person Feedback Strategies | | | | | |
|---|---|---|---|---|---|
| | **Description** | **Advantages** | **Pre-Implementation** | **Implementation** | **Post-Implementation** |
|  | **Team Meetings**<br>Allows employees to surface feedback on the change in their current team environment.<br>*(requires strong facilitator)* | • creates transparency<br>• raises group issues | 2-3 meetings to collect/share information | Bi-weekly meetings to collect/share information throughout implementation period | 2-3 meetings to collect/share information |
|  | **Focus Groups (5-12 participants)**<br>Allows the Project Team to solicit specific feedback from key contributors.<br>*(requires strong facilitator and real-time transparency of information captured)* | • shared experience<br>• participants react together and build off of each other's comments<br>• option to curate audience | 1-5 sessions | n/a | n/a |
|  | **Townhalls**<br>Use to summarize findings, celebrate successes, and address opportunities related to the change across all key audiences<br>*(requires strong facilitator and prepared agenda)* | • reach large numbers of people<br>• creates transparency<br>• solicits community input | 1 – 2 meetings to provide key information | n/a | 1 – 2 meetings to provide key information |

**Figure 21. Feedback Strategy Options**

## 4.7 Change Communications Plan Overview

The *Change Communications Plan* is a tool that provides the Change Manager with a high-level messaging plan for informing important stakeholders throughout the lifecycle of a change project. These communications are used to create awareness and provide key information to keep stakeholders updated appropriately.

Messaging around a change is often complex. There can be numerous stakeholders with varying interests requiring messages to be framed differently. For this reason, it is important to have the right people in the room when drafting the *Change Communications Plan* to ensure a holistic approach when determining: the audience (who), messaging (what), and communication delivery method (how).

Work Session Participants:

- Change Manager
- Project Manager
- Project Leadership Team (Sponsor, Project Leads, Process Owners, etc.)

Work Session Format:

- 2-Hr Meeting (add additional meetings if needed)
  - Include *all* required participants
- Edit *Process Improvement Communications Plan* in real-time
  - LCD Projector and Laptop
  - Project *Process Improvement Communications Plan* template

**Instructions for *Change Communications Plan Template*:**

1. Using the provided template, work session participants will complete Sections 1 and 2 together to the best of their ability. This is a working document and additional items can be check marked throughout the working session.
2. Begin to complete Section 3 by referring to the first identified audience in Section 1 and complete the template for all messages related to that audience.
3. Continue to follow Step 2 until all audiences have been addressed in the Section 3's plan.
4. Once complete, the Communications Plan is managed and owned by the Change Manager and/or the Communications Leads who will ensure the execution of these messages.

**Instructions for *Change Communications Brief Template*:**

There are often numerous stakeholders with varying interests that require messages about the change initiative to be framed differently. The Change Manager will use the completed *Change Communications Plan* to create *Change Communications Briefs* for each determined communication.

Often in small to medium sized change initiatives, the Change Manager is expected to craft the messaging themselves. We will use the *Change Communications Brief Template* as a thinking tool to outline your messages.

In the event that we are able to partner with internal Communications Specialist, we will provide the completed *Change Communications Brief Templates* to them for reference as they prepare messaging for the project.

### 4.7.1 Change Communications Plan Template

**Project Title:** ____________________________________________

**Project Description:**

*Combine Case for Change and Compelling Vision wording obtained from Project Charter*

| |
|---|
| |

**SECTION 1: Determine Stakeholders**

*Prepare a list of Stakeholders that will require messaging for your project*

## SECTION 2: Identify Channels of Communication

*Check all tools that you are interested in using for your project communications. Most audiences require multiple communication channels to be reached effectively.*

| | | |
|---|---|---|
| **MESSAGING FROM EXECUTIVES**<br>Senior Leadership<br>Organizational Leadership<br>BTS Leadership<br>Departmental Leadership<br>Process Owners<br>Project Leadership<br>**EMAIL**<br>Project Broadcast email<br>Process Owner emails<br>Organizational Change Management email<br>**EDUCATIONAL TOOLS**<br>FAQs<br>Oracle Training/Release Content<br>Process/Desktop Procedures<br>Testing Scenarios<br>Training Manuals<br>Training Workshops<br>**MEETINGS**<br>1:1<br>Technical Team Status Meetings<br>Project Team Status Meetings<br>Change Management Meetings<br>Process Owner Staff Meetings<br>Executive Leadership Meetings | **COMMUNITIES OF PRACTICE PRESENTATION**<br>TBD<br>**ELECTRONIC MEDIA**<br>County Newsletter<br>Departmental Communications<br>Presentation Slide Deck<br>Project Newsletter<br>Project SharePoint Website<br>Project Repository<br>System Notifications<br>**EVENTS**<br>Project Kick Off Meeting<br>Project Road Show<br>Town Hall Meetings<br>Day in The Life (DITL) Show<br>Executive Review Presentation<br>**STAFF GROUP PRESENTATION**<br>Process Owner to SLT Updates<br>Departmental DITL Presentations<br>HR Network<br>Lunch and Learns<br>**SOCIAL MEDIA**<br>TBD | **PRINT MEDIA**<br>Banners<br>Brochures<br>Fact Sheets<br>Newsletters<br>Post Cards<br>Posters<br>**OBTAIN PRE/POST IMPLEMENTATION FEEDBACK**<br>Surveys/User Polls<br>Incentivized Feedback<br>Focus Groups<br>**OTHER**<br>TBD |

**Figure 22. Channels of Communications**

**Project Title:** ______________________ **Date Drafted/Revised:** ______________________

| **Audience** *Who needs to know? (See Section 1)* | **Message** *Information to communicate* | **Messenger** *Who should deliver the message?* | **Method of Communication** *How will the message be delivered? (See Section 2)* | **Communication Date** |
|---|---|---|---|---|
| | | | | |
| | | | | |
| | | | | |

**Figure 23. High-Level Communication Plan**

### 4.7.2 Change Communications Brief Template

| | | | |
|---|---|---|---|
| Name: | | Project Title: | |
| Email/Phone: | | Department: | |
| Request Date: | | Due Date: | |

**Method of Communication:**

**Audience(s):**

**Main Message:**

**Required Message Details:**

**Call to Action (if applicable):**

**Additional Considerations (if any):**

**Strengths (check all that apply)** One or more of our key strengths should come through in the content of this communication.

| | |
|---|---|
| Conviction | Excellence |
| Scale | Diversity |

**Tone (check all that apply)**
Choosing from the specific traits below will help you communicate with a consistent voice.

| | |
|---|---|
| Curious | Open |
| Optimistic | Influential |
| Intense | Independent |
| Transparent | Socially Conscious |

**Mood (check one quadrant)** The atmosphere of the message can shift in many directions depending on what's appropriate for the audience. Use the grid to indicate the right balance for your communication.

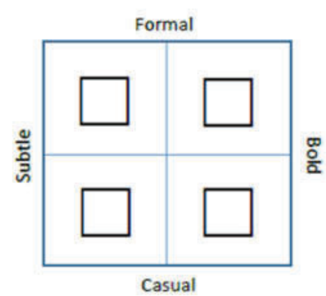



**Figure 24. Change Communications Brief**

# 5. Implement and Monitor the Change

### 5.1 Sustain the Change

When any forward movement towards the change is noticed, it must be reinforced. We will look for bright spots, no matter how tiny, and reward them. Reinforcement of bright-spot behaviors creates a snowball effect. As people begin to act in a new way, and are recognized for this new behavior, it becomes increasingly difficult for them to dislike the way they are acting. As they act differently, they begin to think of themselves differently, and as their identity evolves, this reinforces the new way of doing things. At some point, the momentum shifts from resisting the change to supporting it. This is how small changes, when reinforced, snowball into big changes.

We will use all the templates and tools provided in this section (*Implement and Monitor the Change*) to sustain the change and keep the momentum going.

*(Balance of this page intentionally left blank)*

### 5.2 Change Readiness Assessment (final check before going live)

*Use the below assessment to assess each team(s) and/or stakeholder(s) readiness for the change.*

**Team :** ____________________________ **Stakeholder:** ____________________________

| Questions to Assess Change Readiness | Yes | Partial | No |
|---|---|---|---|
| **(Awareness) Does your team or does your stakeholder understand…** | | | |
| 1. the problems inherent in the current situation? | | | |
| 2. the opportunities that are being missed if the change does not happen? | | | |
| 3. what is trying to be achieved? | | | |
| 4. how things will be better? | | | |
| 5. how the change will impact their area of work? | | | |
| 6. what their role will be in the future state? | | | |
| **(Desire) Does your team or does your stakeholder…** | | | |
| 1. know that management is aligned with the change efforts? | | | |
| 2. feel their concerns, questions, and needs are being heard? | | | |
| 3. feel hopeful about the future? | | | |
| 4. see value in the change? | | | |
| 5. believe a well thought out strategy is being put in place to achieve the change? | | | |
| **(Knowledge) Does your team or does your stakeholder… (skills, informational, training)** | | | |
| 1. have the necessary information, knowledge and skills to successfully fulfill their role? | | | |
| 2. know where to go for additional information about the change? | | | |
| 3. know what campus resources are available to support the personal side of change? | | | |
| 4. know what success looks like? | | | |
| 5. have a plan to achieve success? | | | |
| 6. know which behaviors will need to change? | | | |
| **(Ability) Does your team or does your stakeholder… infrastructure (systems, tools)** | | | |
| 1. believe that the organization has provided appropriate resources (time, staff, information, etc.) to support the anticipated change? | | | |
| 2. have the necessary systems, processes, and policies in place? | | | |
| 3. have the ability to execute the new behaviors required for the change? | | | |
| 4. know how to perform the required tasks? | | | |
| **(Reinforcement) Does your team or does your stakeholder…** | | | |
| 1. view management as a resource for removing/overcoming barriers? | | | |

| | | | |
|---|---|---|---|
| 2. have mechanisms in place to reinforce the required behaviors?<br>3. have metrics in place to assess the ongoing effectiveness of the change? | | | |
| **Total** | | | |

**Figure 25. Change Readiness Assessment**

## 5.3 Monitor Metrics for Continuous Improvement

*We will use the below assessment to assess each team(s) and/or stakeholder(s) readiness for the change.*

Once implementation occurs begin tracking the success metrics identified in the *Success Metrics Template*. At this point, these metrics are used to gauge a pulse on adoption, engagement, buy-in, and to obtain an overall reaction to the change. The Project Manager and Change Manager will collaborate to create communications with a particular cadence that disseminates both the quantitative and qualitative data being tracked.

The graphic to the right shows the cycle of how tracking success metrics contributes to a continuous improvement feedback loop.

For project transparency, ensure all impacted employees are also provided with a communication of the outcome of the metrics and feedback that are shared with leadership.

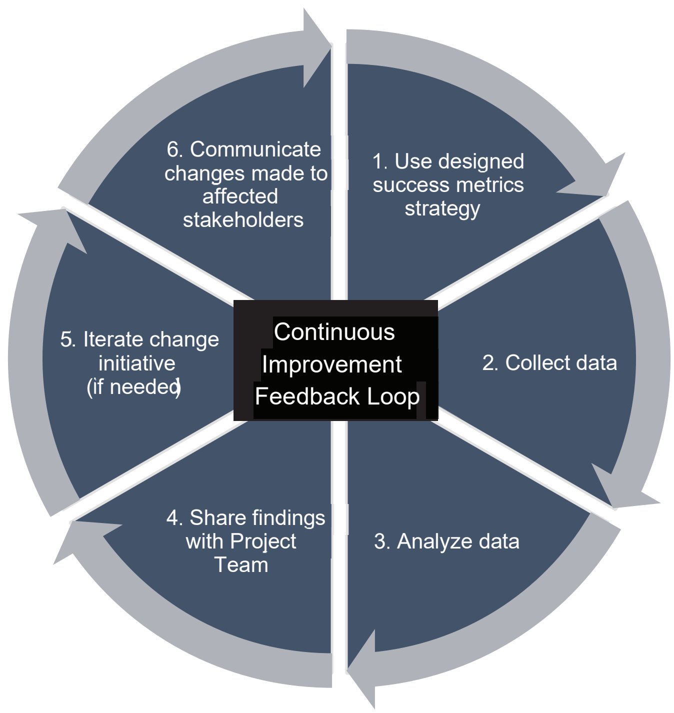



**Figure 26. Continuous Improvement Feedback Loop**

| **Success Metrics are quantitative data obtained from:** | **Feedback is qualitative data obtained from:** |
|---|---|
| • Adoption rate<br>○ User reach (e.g., number of people impacted)<br>○ Speed of adoption<br>○ Number of exceptions made<br>• Financial Performance (e.g., cost, revenue)<br>• Customer Satisfaction<br>• Usage and utilization reports<br>○ Operational Performance (e.g. rework, lead time, handoffs) | • Employee buy-in o 1:1 Meetings<br>○ Team Meetings<br>• Employee feedback<br>○ Focus Groups<br>○ Surveys<br>○ Open Comment Box (Live URL available 24/7)<br>○ Incentivized feedback |

| | |
|---|---|
| ○ Product and/or Service Quality (e.g. quality, defects, volume, frequency)<br>○ Supplier Performance (e.g. reliability, durability)<br>• Employee Engagement<br>○ Turnover rate (number of people leaving due to the change) | |

# 6. Scope of Services

*This section provides summary of in-scope and out-of-scope items. Also covers the critical success factors and key assumptions for County's E-Business Suite Business Pain-Points Resolution Effort OCM activities.*

## 6.1 Scope Inclusion

Bourntec will provide the following services, leveraging the previously stated methodology, to support the County's Oracle E-Business Suite Business Pain-Points Resolution Effort and requirements.

- Bourntec's OCM Senior Consultant will work in conjunction with the County's key resources (i.e. Project Sponsors; Process Owners; Project Manager; and Solution Architect) to complete the following OCM tasks:
  - Applicable Change Management Pre-work
  - Manage resistance
  - Implement & Monitor the Change.

- Bourntec will be responsible for tailoring and delivering the following OCM templates, however the County's key resources will be responsible for approving the final content, schedule, and/or execution of the following:
  - Communication (email and presentations) Templates
    - Senior Leadership updates
    - Organizational/Departmental process change and updates
    - Process Owner team updates
    - Project Team communication
    - External User communications (i.e., vendors, volunteers, interns, retirees, etc.)
  - Impact and Controls (As applicable)
    - Stakeholders Analysis and Engagement
    - Process Change Assessment
    - Risk Assessment
    - Readiness Assessment
    - Feedback Surveys
    - Barriers Assessment
    - Progress Assessment
    - Success metrics
  - Strategy, Plans, and Monitoring (As applicable)
    - Execution Strategy
    - Implementation plan
    - Process Review plan
    - Communication plan
    - Training plan
    - Desktop procedures and Process flow assessment and update plan
    - Continuous Improvement Monitoring
  - Transition and knowledge transfer to OCM County resources if applicable

## 6.2 Scope Exclusion

All processes and activities which have not been explicitly included within the project's scope have to be considered out of scope.

The following activities are out of scope for this engagement:

- Execution of communication material to internal and external resources not defined in this document
- Developing and performing applications and/or technology training
- Counseling End-Users and project team members on application capability and industry best practices standards within his/her focused area
- Presenting to Senior Leadership the status and recommendations of the project. The OCM consultant is a supportive role who provides advisory and content services to the Project's key resources (as defined above.)

Any additional work not included in this SOW will require a Change Order. Any change of scope may result in revisions to the project schedule, resources, and costs. County must authorize, in writing, all change activity prior to any work beginning.

## 6.3 Critical Success Factors

Based on Bourntec's experience in similar projects, several factors must be assured in order to minimize risk. In particular:

- County's Senior Level Executive support, sponsors, and process owners for this initiative, as well as their access to Subject Matter Experts who have an active role in defining the final state of the solution.
- Access to Consultants and County Business Technology Services (BTS) resources to understand process changes and ascertain behavior issues.
- This initiative must be among the highest priority in getting the overall focus and attention of County.
- Continuous process change management and proactive communication is a must.
- Bourntec's tools are designed to be tailored to fit County's environment, however they should be consistent across the entire organization to ensure consistent messaging and a single vision.
- The Executive Project Sponsor will be the primary point of contact (POC) to the OCM consulting and approve all final templates, communications, and plans.
- Workstream Process Owners will be the primary point of distribution within his/her workstream.
- If there is more than one Process Owner within a workstream, they must reach consensus when determining all final content, schedules, and formats. If a consensus cannot be obtained within 48 hrs., Executive Project Sponsor will determine the final content, schedules and/or formats.
- Timely decision making, process evaluation, and acceptance of Out of the Box capabilities will streamline the projects timeline and improve adoption.
- Work schedules must be flexible due to the constraints placed on the OCM leadership team members, so off hour meetings, evaluations, and exercises may be required.

## 6.4 Project Assumptions

- County will provide resource(s) who are empowered to change current processes.
- Behavior change must be addressed quickly to ensure proper adoption.
- County will retain all templates and content, submitted in both editable and non-editable formats.
- Word, PDF Reader, Excel, and PowerPoint will be the primary formats for all content, except for project defined requirements (i.e., status reporting, project plans, etc.).
- County will be responsible to provide infrastructure/environment to support online meetings, collaboration, and document repository (with backups).
- County will be responsible for:
  - access to resources who will complete assessment exercises
  - signing off on all deliverables within 3 workdays of final submission
  - providing documented reasons for rejection of deliverables within 3 workdays of submittal.
- If a change is required that affects the services scope, schedule, deliverables and/or resource requirements, no work shall be performed without a formal Change Order document outlining the changes and any cost implications is signed off by both County and Bourntec.

- The Count may identify internal OCM resource(s) to continue OCM work for the EBS system.Bourntec will provide knowledge transfer.

# 7. Deliverables

*This section will provide a brief summary of the project methodology, project management related processes to meet County's requirement.*

## 7.1 Project Phase Activities

The below table highlights the phase wise activities for the project

| Project Phase | Activities |
|---|---|
| **Change Management Pre-work** | ▪ Update and Approve Stakeholder Analysis and Engagement Plan<br>▪ Update Readiness Assessment Template<br>▪ Update and Approve Team Communication Plan and Strategy<br>▪ Integration into current and future pain-point resolution projects<br>○ OCM Sponsors Committee<br>○ Risk Mitigation<br>○ Resource Management<br>○ Activity and Task Management<br>○ Project Reporting<br>○ Change Management<br>▪ Update and Approve Feedback Strategy<br>▪ Re-establish OCM Meetings |
| **Manage Personal Transitions** | ▪ Define and Obtain Approval to Monitor Metrics for Continuous Improvement<br>▪ Execute a Readiness Assessment<br>▪ Execute a Feedback Assessment<br>▪ Review and Publish Best Practices Rules of Engagements<br>○ What to do and say<br>○ What not to do and say<br>▪ Review and Publish Best Practices Standards |
| **Execute Ongoing Change Plan** | ▪ Execute<br>○ Change Process Model<br>▪ Update the Plan to Mitigate the Impact to the Business<br>▪ Implement the Strategies to Support<br>○ The Plan<br>○ Process Changes<br>○ Process Controls<br>○ Continuous Improvements<br>▪ Deploy the Risk Assessment Template and Review Results<br>▪ Define and Obtain Approval for Success Metrics<br>▪ Execute a Readiness Assessment<br>▪ Execute a Feedback Assessment |

| Project Phase | Activities |
|---|---|
| | ▪ Complete, Review and Execute Change Communication Plan |
| **Implement and Monitor Organizational Change Management** | ▪ Implement Sustain Change Controls and Reporting<br>▪ Execute Final Readiness Assessment<br>▪ Evaluation of Change Impact:<br>    ○ Execute a Feedback Assessment<br>    ○ Execute a Risk Assessment<br>    ○ Evaluate Continuous Improvement Metrics<br>▪ Present Evaluation of Change to Senior Leadership |

**Figure 27. Project Phase Activities**

Note: Other assessment templates and tools may be used by the OCM Lead based on the determination during the project with the County's approval.

*(Balance of this page intentionally left blank)*

## 7.2 Proposed Project Staffing

Bourntec has always been a strategic partner with all its customers in planning and achieving business growth. This is achieved through a collaborative approach for forecasting resource requirements, advance planning of resource allocation, recruitment, re-skilling, and on-time allocation of the 'right' resources for County's business requirements.

Bourntec has the required staff capacity to meet the County's schedule and requirements. Bourntec has done many similar projects with comprehensive planning to successfully perform the tasks.

Due to the critical nature of this project and stringent 'must happen' timelines, Bourntec commits executive leadership to oversee this engagement. The table below outlines the proposed staffing for this engagement.

| Role | # of Resources | Involvement | Work Location |
|---|---|---|---|
| Organizational Change Management Sr. Consultant | 1 | Full (100%) | Remote |
| | | | |
| | | | |

Bourntec recommends that the following County resources are available for OCM activities through the life of the project, which is included in the resource requirements and project schedule. This commitment is a percentage of the total time allocated to the project, however it is only an estimate and may change based on the complexity and number of impacted resources

| Role | # of Resources | Involvement | Work Location |
|---|---|---|---|
| Project/Program Manager | 1 | Partial (15%) | Remote |
| Business Project Sponsor | 1 | Partial (15%) | Remote |
| BTS Project Sponsor | 1 | Partial (10%) | Remote |
| Process Owners (1 per Workstream) | 1 | Partial (20%) | Remote |
| Subject Matter Experts (1 per Workstream) | 1 | Partial (15%) | Remote |
| Lead Functional Consultant (1 per Workstream) | 1 | Partial (15%) | Remote |
| Lead Technical Consultant (1 per Workstream) | 1 | Partial (15%) | Remote |
| Test/QA Lead | 1 | Partial (15%) | Remote |

**Figure 28. Proposed Project Staffing**

## 7.3 Project Change Management

Objective of change management process is to ensure that changes are recorded, evaluated, authorized, prioritized, planned, tested, implemented, and documented.

Change Management Services are activities that are to ensure that standardized methods and procedures are used for efficient and prompt handling of all changes, in order to minimize the impact of change upon Service quality and consequently to improve the day-to-day operations.

Change management process provided below:

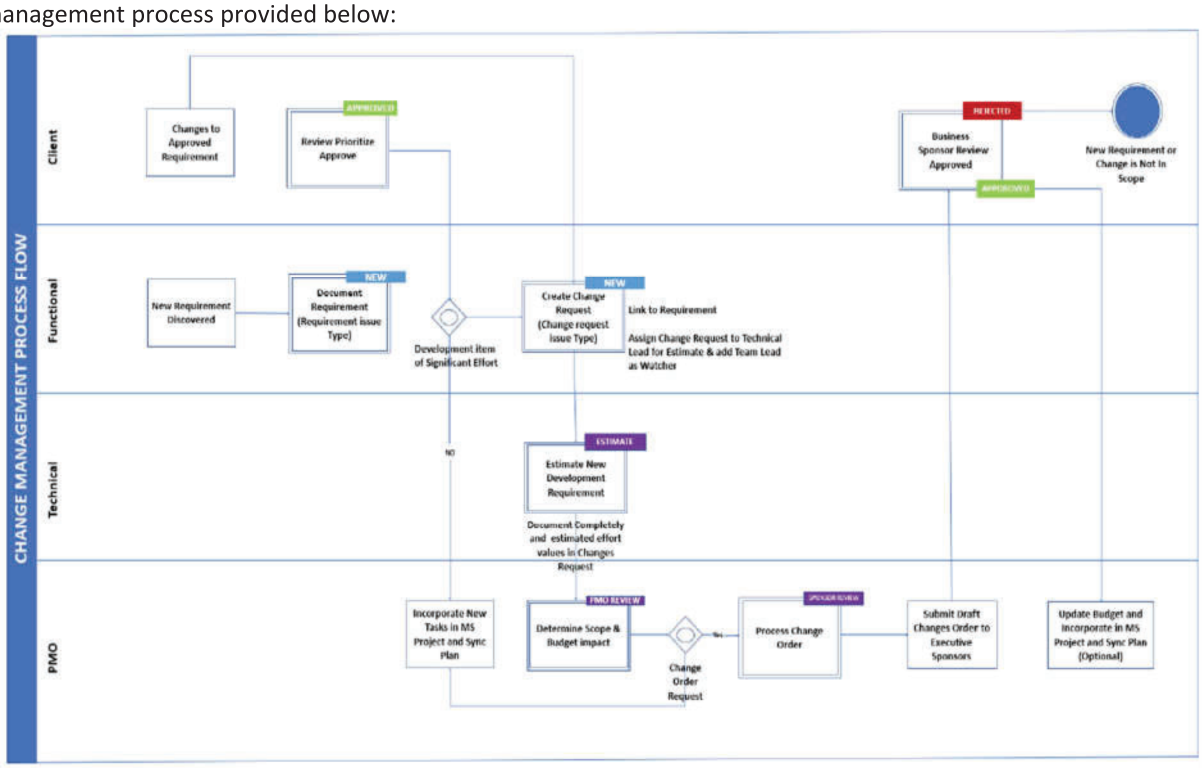



**Figure 29. Project Change Management Approach**

## 7.4 Project Risk Management

Risk and issue management is key to the project's success. As summarized in below figure, managing risks that impact the County's project will be an iterative process that will require continual review and monitoring. Following our methodology and own best practices, our approach is one of proactive issue management to avoid project risks and includes both individual accountability and management oversight. Every issue/risk is assigned an owner who has responsibility for managing day-to-day mitigation activities. It includes formal risk plan reviews to monitor the effectiveness of current mitigation strategies, adjust priorities, identify new risks and retire risks that no longer impact the project. These reviews are also used to consider escalation to the County's stakeholders/PMO when executive input is required to resolve or mitigate negative impacts to the project.

We track and manage risks through a Bi-weekly Risk Identification and Issues Report that will be used for each status meeting. We provide the County with a consolidated project report that will cover risks and issues relating to all components of the project.

The Risk Identification section of the report will provide: a description of the risk, a categorization of the risk (such as technical, procurement, training, or communication), an analysis of the causes of the risk, and will identify mitigation approaches and associated consequence.

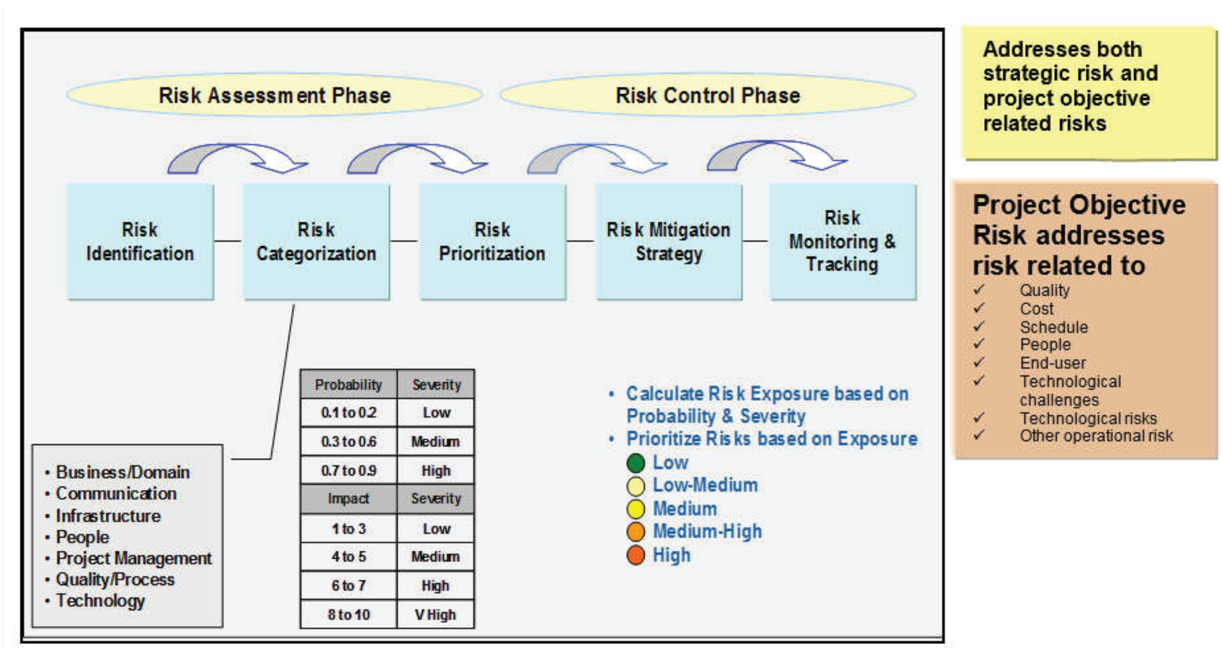



**Figure 30. Project Risk Management Approach**

## 7.5 Project Knowledge Transfer

The knowledge transfer (KT) will occur during the life of the projects, and an assessment/review of all deliverables after each phase. If additional KT is required, it must occur during the agreed upon timeline of the project or it may result in a Change Request.

# 8. Project Budget and Commercials

*This section provides the overall budget needs to execute the project.*

## 8.1 Project Pricing

Due to the inter dependencies and timelines with the County's Oracle E-Business Suite project, we are assuming that our OCM Resource will begin services October 1, 2021, and will complete his/her assignment by approximately September 30 2022; we are estimating a 48-week assignment, Project may have up to 6 weeks of blackout and holiday stoppage over the life of the project that will be unbillable time. The current published GSA rates for an OCM Consulting Lead is $177.16 for offsite and $194.88 for onsite. However, Bourntec recognizes the value of the partnership with the County and the importance of this role and therefore will provide this senior resource on a weekly Time-and-Materials (T&M) basis at a discounted rate of $5400 per week.

The estimated duration for this project is up to 50 weeks and the total estimated project cost for County's E-Business Suite Business Pain-Points Resolution Effort for OCM resource is: **$270,000**

### 8.1.1 Pricing Assumptions

- Bourntec is offering a weekly rate for County's E-Business Suite OCM Services as defined within this document. It is also the assumption that the County's Project Sponsors, Process Owners and Subject Matter Experts will approve all County Leadership and Employee communications, interactions, request, and final deliverables associated with OCM, under the guidance and leadership of our OCM Senior Consultant.
- Status reports including deliverables and accomplishments for the period will be submitted with each invoice
- Estimates are based on the preliminary resource requirements defined and the project assumptions documented for the SOW. Any delay due to scope, resource availability and/or the Oracle E-Business Suite Business Pain-Points Resolution Effort may result in a change request.
- Prompt Payment terms: 1% 10 days, Net 45. Per Bourntec GSA contract's Prompt Payment terms, Bourntec will provide an additional discount of 1% if paid within 10 days. This will not increase the total invoice value if payment is not made within 10 days.
- Proposed total is based on an estimated 12-month duration, 40-hour work week engagement on a T&M basis. Any overtime will be invoiced as such at the regular rate.
- GSA Labor categories used are as listed below:

| Title | GSA ID | GSA Title | GSA Offsite for each consultant | Offered Discounted Rate for each consultant |
|---|---|---|---|---|
| OCM Consultant | 70-13251-004 | Change Management Lead | $7795.20/week | $5400.00/week |

**Figure 31. GSA Labor category utilization and discount offered**

# 9. Appendix

The table below lists the acronyms used in this document

| Acronyms | |
|---|---|
| BTS | Business Technology Staff |
| CAB | Change Advisory Board |
| CM | Change Management |
| CMMI | Capability Maturity Model Integration |
| DITL | Day In The Life |
| GSA | General Services Administration |
| HR | Human Resources |
| IBP | Industry Best Practices |
| KT | Knowledge Transfer |
| | |
| MWBE | Minority and Women Business Enterprise |
| OCM | Organizational Change Management |
| OOB | Out of the Box |
| OOP | Out of Pocket |
| PDF | Portable Document Format |
| PMO | Project Management Office |
| POC | Point of contact |
| QA | Quality Assurance |
| RACI | Responsible, Accountable, Consulted, and Informed |
| ROI | Return on Investment |
| SBA | U.S. Small Business Administration |
| SOW | Statement of Work |
| T&M | Time-and-Materials |
| TBD | To be determined |
| URL | Uniform Resource Locator |

**Figure 32. List of acronyms and abbreviations**

# 10. Project Approval and Sign-off

This approval is for the above detailed work outlined above and acceptance therein. Electronic approval is acceptable.

### Bourntec Solutions Inc

**Authorized signatory**

Signature ______________________ Date 10/12/2021

### Pinellas County Business Technology Services

**Authorized signatory**

Signature ______________________ Date 10/18/2021