

ISC's Journey in Integrating Change Management and Project Management

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Introduction

Information Services Corporation (ISC) of Saskatchewan was and is facing a time of great change and uncertainty. This uncertainty is due not only to challenges facing the current business operations, but also from its dramatic growth in business lines by incorporating the provincial Vital Statistics in 2008 and provincial Corporate Registry in 2010. ISC needed a practical and consistent approach to fill the gap between project activities and challenging operational goals, to ensure that impacted employees are well supported before, during and after each change and to help the whole organization to be more integrated, efficient and engaged.

This case study describes how ISC employees learn and apply a change management methodology into their business practices along with existing project management processes. The initial intent of the adoption of change management was to provide professional knowledge and tools to develop an internal competency in order to facilitate and assist employees in coping with numerous changes at ISC. However, along with the way, another journey involving the integration of change management and project management began to take place. Change management practices are becoming a critical strategic business tool which enables business units and project groups to work more closely towards achieving ISC's corporate objectives.

ISC Context

Information Services Corporation (ISC) is the provincial Crown Corporation responsible for the administration of land titles, vital statistics, survey, personal property and corporate registries, as well as related geographic information. Although ISC was

formed as a Crown Corporation in 2000, its land registry services have a long history which can be traced back to the 1800s. ISC has eight regional offices located throughout the province to provide services for our customers. More than 300 employees are employed within various business functions, such as marketing, operations, technology solutions and various internal shared services. ISC also has a unique strategic service provider relationship with both Hewlett-Packard Company (HP) and ISM Information Systems Management Canada Corporation (ISM Canada), who provide a host of technology and project management support and solutions.

In common with other corporations, ISC strives to meet and exceed customers' expectations. This visible focus on both internal and external customers permeates every level of the company. ISC regularly implements a variety of projects which help the company enhance service quality and improve efficiency. In order to effectively administer and manage the portfolio of projects and also to ensure the portfolio aligns with corporate goals, the Enterprise Planning Office (EPO) was established in April, 2008. There are approximately 30 projects executed during any given year supporting ISC's development and growth. In addition to change introduced through project activities, all employees of ISC are exposed to numerous changes resulting from increased customer expectations and changing customer needs. They also face changes from the corporation's drive to increase internal efficiency and effectiveness of existing processes, products and service offerings.

In terms of change management, the company previously only had a small number of individuals with change management knowledge who were actively implementing

and applying change practices. Prosci's Change Management methodology was used to manage the external customer changes and a few internal changes before a team of directors and managers proposed to establish a Change Management and Process Management Team. As ISC continues to deliver on its strategy, the company realized there was an urgent need to ensure a consistent and optimized approach to simultaneously managing many internal and external changes. Although there are many change management methodologies available, the Prosci 3-phased approach to organizational change and the ADKAR methodology¹ of Awareness, Desire, Knowledge, Ability and Reinforcement is an excellent foundation for people to understand how to help others who are reacting to change. The ADKAR model was identified as a method that would align well with ISC's vision of engaging the workforce. Therefore, by 2010, a Change Management and Process Management Team was officially introduced in the EPO. Employees from the change and process management team are responsible for assisting project team, business units and employees through the people side of change based on the Prosci's Change Management methodology.

The Challenge

ISC has a strong focus on innovation and continuous improvement. Projects that ISC selects to execute result in enhancements to existing processes or the creation of new processes for existing products or services. These changes have tremendous impacts on ISC's customers and also internal employees. Previously, a lack of change management strategies resulted in serious push back from customers when a new product or process left our internal employees anxious, fearful, uncoordinated and resistant to any changes the company would implement in the future.

It became clear over the last several years that there was work to be done to ensure that both external customers and internal staff had a clearer understanding of the benefits and impacts of changes ISC wanted to introduce. As a result of this understanding, ISC has undertaken the journey to integrate Prosci's Change Management Methodology into the existing Project Management Methodology.

The Integration Journey

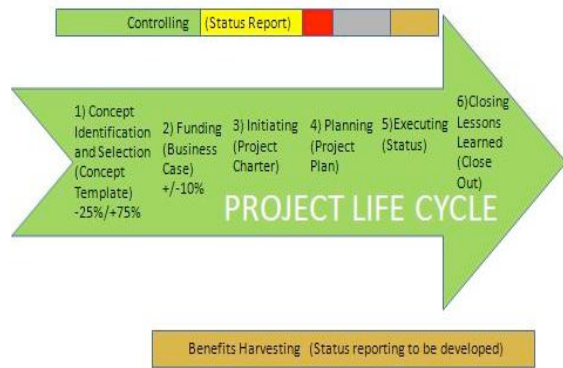
Macro Level: Framework Integration

Existing Project Management Framework

ISC is pursuing continuous improvement on project management and change management practices. It is important for ISC to provide a common approach or framework for the entire company to help cross functional initiatives between business units. Thus, the Enterprise Planning Office is becoming a value-added business unit serving internal customers through the provision of planning, project management, change management, process management and business excellence service, advice and insight.

The Enterprise Project Management Office (EPMO) is a subset of EPO, and has responsibility for monitoring and managing the project portfolio for all ISC projects beginning with the concept stage through to execution, close out and realization of the project benefits. EPMO utilizes a Project Steering Process, based on the Martin Tate methodology². The Project Steering Process is the method by which projects are selected, prioritized, funded and monitored by management and establish the basic principle and process steps that can be followed by all

project teams within ISC.



Framework for Change Management and Project Management

The mandate of the change management team is to guide, facilitate and assist cross functional teams, including business units and project teams, to cope with changes by aiding in the development of change management plans and strategies in a coordinated and integrated fashion.

Prosci's Organizational Change Management Model³ of Preparing for Change, Managing Change and Reinforce Change, has been chosen as the basic framework for ISC. One of the reasons to adopt Prosci's Model is not only because it is structured in a clear and easy to follow way, but more importantly, it has a similar process structure to the existing project steering process at ISC.

Both the change management team and the Enterprise Project Management Office (EPMO) manager work closely on aligning the change management framework with the project management framework. The alignment helps the change and project management teams to more accurately identify the role of managing change through the project life cycle. Moreover, it optimizes the value of change management while minimizes duplication or overlaps between the two.

Change Management & Project Management Framework Integration							
Project Management Phase	Selection	Funding	Initiation	Planning	Execution	Closing	Benefits Realization
	Concept Template	Business Case	Charter	Plan	Status Report	Close Out	Metrics Report (in developing)
Change Management Phase	Preparing for change	Manage Change	Reinforcing Change				
	General Discussion with Sponsor and/or Project Managers	Pre-kick-off meetings	Develop CM Plans	Implement Plans			Metrics Report (in developing)
			Prepare CM team	Change Management Plans (as needed)	Collect and analyze feedback		
		Change Management Assessment	Change Management Meetings as needed	Implement corrective actions and celebrate successes			

Micro-Level – Process Steps integration

Preparing for Change

Most of the EPO team are certified in Prosci's Change Management methodology. However, change management still sounds conceptual and nebulous to the majority of ISC employees. People think about change management differently when they hear of it based on their particular background and knowledge. In order to ensure change management is meaningful for them, the EPMO manager and the change management team have used different methods to raise awareness on change management with ISC staff as well as the various sponsors, project managers and business unit managers across the organization.

Integration with project templates

In order to get ISC thinking about certain elements of change management at the earliest stages of idea generation, the EPO encourages people to consider change and the impacted groups as soon as a new idea is introduced by submitting a concept document. The Project Concept Template and Business Case Template were enhanced to include simple questions which lead the sponsor to think about the scope of potential change and the impacted groups. Project managers have

been engaged through communications and participation on how to embed change management questions in the project templates through the Project Improvement Forum. The Project Improvement Forum is a group of project managers and ISC staff with a mandate to find better ways to manage and implement projects at ISC. The addition of the change management questions has already proven valuable by introducing project sponsors and managers with critical elements of the change management process and methodology from the very beginning of the project. It also provides a consistent language and understanding of change management at the earliest stages of idea generation.

Early Engagement with Project Sponsor and Project Manager

In our experience, most project managers or sponsors are not accustomed to articulating or even thinking about the change and the impacts of those changes on the people. The intent of this early involvement of the change management team with the project sponsor and project manager is to show them how change management can assist them in achieving their project objectives. This initial contracting phase allows for clarity of expectations for all parties and provides understanding of the value of the change management methodology.

Pre-Kick off meeting with Project Team:

One example of the practical application of early engagement is the pre-kick off meeting. The change management manager co-leads a pre-kick off meeting for project sponsors and project managers with the manager of project management office. All too often, project teams have very strong techniques in managing project activities related to the technical side, but few or no techniques to manage change activities related to the people-side of change. One of the key outcomes of these meetings is to have both the project

manager and sponsor understand their roles as they relate to both project and change management activities. Prosci's Project Change Triangle⁴ (PCT) is a valuable tool to demonstrate different roles change management and project management play through the project.

Managing Change

Change Management Assessment meeting

To ensure the accuracy and completeness of changes identified in the Change Assessment meeting, cross-functional representatives of the project team are invited to provide their insights. In addition to the primary benefits of clearly knowing the scope of the change and identifying the impacted groups, the project team often gains more consistent understanding on the change themselves, which sets up a solid foundation from which they are able to involve the entire project team to manage the changes and build collaboration with others who are experiencing the changes from their own unique perspectives.

Change Management (CM) Plans

Project- specific change management plans are developed as needed based on the outcome of the change management assessment meeting. Although the change management team is usually the primary facilitator to help a project team create project-specific change management plans, the EPMO manager may also be asked to co-lead meetings which may involve a project or projects that have many large changes, that may be impacting various business units as well as other projects.

The change management team converted the various change management plan templates into a common ISC template. Below is detailed information on each of the change management plan sections:

1. CM Communication Plan:

As the best practices book⁵ indicated that communication is critical contributor to a successful project, there are a couple of changes that have been made to meet the

- Another key change to the communication plan is that communication messaging should include the identification of supporting communication material. It provides

CM Communication Plan								
Common Message on WHAT IS THE RISK OF NOT CHANGING!								
Audiences	Changes	Key Message	Delivery Channel	Sender	Date and Time	Supporting Communication Materials (FAQ, Presentation etc...)	Developed by Who?	Developed by When?
<i>INTERNAL</i>								
Most Impacted Groups:								
Somewhat Impacted Groups:								
Least Impacted Groups:								
<i>EXTERNAL</i>								
Most Impacted Groups:								
Somewhat Impacted Groups:								
Least Impacted Groups:								

project needs:

The communication plan will be developed and led by members of the impacted group identified during the initial assessment meeting. Additional changes, the related changes and actions include:

- A representative of each of the impacted groups identified as a result of the assessment meeting will participate in the development of the communication plan.
- Communication messaging to impacted groups should include the risks of not changing. This information helps people to understand the need for the change and is also an effective strategy to evaluate the necessity for the changes.

senders with information on supporting documents, on messages to deliver, such as Frequently Asked Questions (FAQs), presentations in PowerPoint, etc. Also included in this section, is the name of primes to develop documents and deadlines for completion that the project manager can then use to ensure the completion of the change related project activities.

2. CM Resistance Management plan

The intent of the Resistance Management Plan is to help project managers and project sponsors better understand the position (amount of resistance or acceptance expected) of people affected by the change and focus attentions on those areas to increase support and buy-in for the change.

- This plan contains the business units, people's position in terms of the change or project, the reporting hierarchy, the original cause or root of the resistance and specific actions on managing resistance.
- The plan uses colour to represent people's position in terms of the change: green means support, yellow means neutral and red means resistance. Since the document is created in a spreadsheet format, information on people's position on change can be easily sorted by colour to show where more focus is needed to manage resistance throughout the project.

CM Resistance Plan -- Confidential Document				
Units	Name	Report to	Why and How	Action Items
Marketing	A	I		
	B	I		
Finance	C	K		
	D	K		
	E	L		
TS	F	H		
	G	H		

3. CM Training Plan

The training plan is intended to help project managers, project sponsors and project teams to better understand what kind of skill set individuals need to prepare for the changes and to provide people with appropriate opportunities to build their competence for change.

In the process of incorporating the Corporate Registry staff into ISC, the CM Training Plan has been an effective guide for the project manager, sponsor and the human resources department to manage training for a large number of new

employees who joined ISC at the same time.

CM Training Plan						
Audience Required for Training	Business unit manager responsible	Training Requirements	Training	Delivery Channel	Timeframe	Trainer
		Basic Skills and Knowledge Needed				

4. CM Sponsorship Roadmap

Since ISC implements a number of projects simultaneously throughout the year, a project sponsor may be the primary sponsor for more than one project. The Sponsorship Roadmap is used as a check-list for the sponsor to proactively build the coalition for the project and also to visibly and actively participate in management of the change.

CM Sponsorship Roadmap				
Target Group/Individuals	Activity	Date/Time	Notes	Source

Change Management Results Integration

At the end of each change management planning meeting, specific action items gathered from the discussion are identified as change-related project tasks and will be added into project work break down structure, which allows for better aligning with the most current project task time lines. The integration of change-related tasks into the project work break down structure was a key learning on our journey evolving from managing change to executing project-specific

change activities. This activity ensures that the project sponsor and project team members are all aware of the change actions; the timeframe of the change, the change impacted groups as well as the key messages needed to support the achievement of project success.

Reinforcing Change

Given that change management practices are still very new to ISC, there is a lot of profound learning identified through follow-up sessions with employees, project team members, project managers and project sponsors that continue to benefit the change management team and the organization as a whole. The follow-up sessions are intended to collect feedback on how well the change has been managed so that we can continue to improve our change management practices.

In order to measure the success of change management and diagnose gaps after change, questions like: “What would successful change look like to you?” are asked in the Pre-Kick off Meeting with project team. One of the intentions of the question is to find out the measurable objectives for managing changes.

There is also a great opportunity to identify gaps from the integration of the CM Reinforcement Plan and project benefits realization, which is still under development at ISC. We believe there is a strong link between the reinforcement phase of change management and the benefits realization phase of the project lifecycle, though much work remains to be done to more effectively align these two portions of the methodologies; we are actively pursuing this alignment.

CM Reinforcement Plan			
General Comments:			
Impacted Areas	Collect and Analyze Feedback	Diagnose Gaps	Implement Corrective Action and Celebrate Successes

Future Opportunities for CM and PM Integration

1. Change Management Training at ISC Management Level

ISC has a number of people who are certified in the Prosci change management methodology, though not all of them work actively in the change management department of our organization. In the training plan for change management for 2011, the provision of change management training to our middle management is considered as a high priority.

Increasing awareness, knowledge and ability around change management will enhance the change management competency of our executives, directors and managers. These leaders are key to supporting the advancement of future changes and will also be helpful in increasing the change management capacity and competency for the whole corporation.

There is a profound change occurring at ISC right now, as we continue to work on better aligning the project management and change management methodologies. As it stands today, we have made strides in finding and addressing some of the key gaps, but there are areas where we still

need to evolve from having overlaps between methodologies to developing true integrated alignment.

2. Change Management Portfolio

Currently, ISC's change and project methodologies and supporting tools are mostly manual and document-based, which makes reporting on projects at a portfolio level challenging and overly tedious. As such, a project has been identified to bring in an automated portfolio solution which we will use to better understand, report on and support the various projects from both the project and change perspectives. Finally, requirements are currently being determined, but some critical elements that we are very interested in ensuring exist within the portfolio include items such as: the ability to view all impacted groups for each project in the portfolio, the relative size of the change impacts relative to each project and dependencies that exist from a communications, training and sequencing standpoint within the portfolio. By developing and effectively using the information gathered within the project and change portfolio, we will have a corporate-level view of the change management activities going on in the organization and will be able to better determine the organizational change capacity for managing change within the existing project portfolio. Ultimately, new changes and opportunities can be well managed through early predicted and well organized change capacity planning for the entire organization.

In Conclusion:

ISC has a keen focus on continuous improvement as well as researching and using best practices for guiding the corporation's future development. However, best practices

are only useful if they can be effectively integrated into the existing culture, processes, policies and practices of the organization. At the beginning of our journey in integrating project and change management, we had attempted to draw a fine line between project management and change management, to clearly distinguish the two. However, after a year of experience over several projects we have come to realize that the more effective method is to incorporate the best elements from the different methodologies to support the development of the corporation. We do this by ensuring that change management is a part of every project we implement from early engagement of sponsors and project managers, to gathering people together to ensure a shared vision and finally by focusing on the ways that project and change management are complimentary and supportive of each other as opposed to how they differ. This has allowed us to become much more effective in successfully aligning people, technology, process and financial capacity with our corporate vision.

ISC has started the journey to integrate change management into the very culture of the organization. The early returns of this in terms of executive, management and front-line buy-in are very encouraging. This has prompted the company to embark on using change management to increase the success of project deliverables and overall organizational results. The integration of the change management methodology with the project steering process has begun and is moving along successfully. The modifications to the change management tools to make them more user friendly for ISC's people has meant that the internal clients of the EPO feel their feedback has been heard and acted upon, which is helping us build our own coalition of support throughout the company. ISC will continue on this path to an integrated project and change methodology that is accessible, effective and that people are excited to use

due to the value they see created as a result. This will undoubtedly increase the success of projects and other change initiatives and indeed, ISC is excited to be continuing on our journey...

¹ Hiatt, Jeffrey M., 2006, *ADKAR: A model for change in business government and our community*, 1st ed. , Prosci Research

² *Creating successful projects: A short course for sponsors*, 2009, Martin Tate LLC.

³ Hiatt, Jeffrey M., & Creasey, Timothy J., 2003, *Change management: The people side of change*, 1st ed. , Prosci Research

⁴ *Change management toolkit*, 2010, Prosci Change Management Training, Prosci

⁵ Best practice in change management report, Prosci, 2009, Prosci