North Carolina Procurement Transformation

Change Management and Communications Plan

April 8, 2011
• Executive Summary
• Integrated Change Management and Communications Approach
• Change Management Strategy and Plan of Activities
• Communications Strategy and Plan
• Communications Planning Timelines
  – Strategy & Governance
  – Organization
  – Sourcing
  – Technology
• Appendix
The Change Management and Communications Plan includes a strategy and framework to effectively engage stakeholders and communicate changes necessary across the transformation areas to achieve the desired results and sustain the benefits of the effort.

The goal of the change management and communications effort is to align executive leadership and build commitment, manage the changes, and enable the organizational transformation to support the complex process of implementing the approved recommendations in the Strategy & Governance, Organization, Sourcing, and Technology areas. Achieving the change management objectives helps the State more effectively implement the changes necessary to realize the vision for the transformation, achieve the desired results, and realize the long-term benefits of the program.

**Procurement Transformation Vision**
Create a customer-focused enterprise to achieve increased procurement effectiveness, efficiency, and compliance resulting in significant financial benefit for taxpayers by reducing the costs of acquiring goods and services.

<table>
<thead>
<tr>
<th>Enablers</th>
<th>Procurement Strategy</th>
<th>Results</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy</td>
<td>Contracting</td>
<td>Setting aggressive targets to drive the need for change</td>
<td>✓ Leverage the State’s buying power resulting in better value and more effective use of taxpayer money</td>
</tr>
<tr>
<td>Development</td>
<td>Supplier Management/Development</td>
<td>Realizing benefits through best practice sourcing and requisitioning</td>
<td>✓ Statewide view of needs and better contracts</td>
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<tr>
<td></td>
<td>Ordering</td>
<td></td>
<td>✓ Eliminate redundancies across agencies</td>
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<td></td>
<td>Receiving</td>
<td></td>
<td>✓ Streamlined processes</td>
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<tr>
<td></td>
<td>Paying</td>
<td></td>
<td>✓ Better trained employees</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>✓ Updated technology</td>
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</table>

**Enablers**
- Organization
- People
- Technology

- Deploying buying resources optimally in the organization
- Recruiting, training and developing the best buying resources
- Equipping these resources with accurate and fast information to support superior decision-making
Executive Summary
– Change Management Recommendations

Change Management activities will enable leadership to gauge the readiness, willingness, and ability of organizations and employees impacted by Procurement Transformation to function in a new environment.

Change Management Recommendations:

• **Build Alignment and Leadership Commitment**
  – Implement the recommended Governance Model to support creating leadership alignment allowing program sponsors and State leadership to speak with a “single-voice” regarding the ongoing transformation effort and sustain the improved procurement function

• **Enable the Organization to Transform**
  – Implement the recommended Operating Model and supporting organizational structure to enable the procurement function’s transformation and sustain changes necessary to achieve the vision
  – Implement the appropriate training and development programs to enable employees to succeed in the new operational environment

• **Manage the Change**
  – Closely align the change management effort with program leadership to assist in scheduling activities focused on identifying challenges based on the rate of change or the capacity for the organization/individuals to cope with the amount of change
  – Use a change management interaction model to select multiple and appropriate activities at any given point in time of the transformation
  – Implement a Change Network as a way to formalize peer-to-peer information sharing and support program communications, as well as, implement changes as a result of process or technology initiatives
  – Leverage various meetings and forums to share successes and leading practices, prepare individuals for upcoming changes, encourage participation in change efforts, and gauge adoption of and/or resistance to specific changes
  – Use both Change Readiness Surveys compared to the results from the baseline survey and other short readiness surveys to monitor watch areas, gauge readiness for specific initiatives, and identify issues
The design and implementation of an effective communications program is critical to the success of the Procurement Transformation.

Communications Recommendations:

• Managing Communications
  – Consider communications best practices when developing and delivering all communications
  – Use a cascading communications approach to align messaging and leverage existing communications vehicles/channels throughout the organization
  – Implement an efficient process to review and approve all communications to allow for timely information sharing and mitigate the potential for information overload for employees involved
  – Use a single Communications Tracker as the primary mechanism to schedule, track, and de-conflict formal communications in order to logically leverage multiple communications channels and minimize redundancy and information overload for stakeholders
  – View communications is an iterative process which must be continually monitored using various feedback mechanisms to gauge the effectiveness of messages

• Communications Vehicles and Format
  – Continue to use the website created during the Assessment to communicate Fact Sheets, standard program briefings, Frequently Asked Questions (FAQs), and post links to related information, e.g., Administrative Code, pending legislation
  – Create two standard communications vehicles—a Procurement Transformation Postcard and a Procurement Transformation Update—to “push” information to targeted stakeholder groups
  – Use formal memos from leadership to both State and procurement function audiences for formal announcements, to establish policy, and periodically provide updates on progress of the transformation and supporting activities
  – Use the official templates to create a program identity and support consistent communications
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An Integrated Change Management and Communication Approach effectively builds stakeholder engagement by proactively executing change activities and carefully managing communications across a transformational project.

**Integrated Change Management and Communication Approach**

<table>
<thead>
<tr>
<th>Gather Input</th>
<th>Develop Strategy</th>
<th>Plan</th>
<th>Execute</th>
</tr>
</thead>
<tbody>
<tr>
<td>Input is gathered from available means to form the basis for the change management and communications strategy</td>
<td>Leading practice change management and communications practices adapted to meet the needs of the transformation effort</td>
<td>The strategies are used to develop an integrated set of activities</td>
<td>Activities are executed and the plans are updated based on feedback</td>
</tr>
</tbody>
</table>

**Stakeholder Map**
Analysis to define stakeholders and their needs and concerns relating to the program; identifies the level of impact the program will have on the stakeholders and the key messages to address their needs (see Appendix for Stakeholder Summary)

**Change Readiness Survey Report**
Highlights the degree of readiness measured in six (6) dimensions:
- Vision and Leadership
- Action and Alignment
- Adaptability and Change
- Involvement and Collaboration
- Training and Performance Management
- Communications
(see Appendix for Executive Summary)

**Communciations Strategy**
The Communication Strategy outlines the approach and communication principles used for planning communications

**Change Management Strategy**
The Change Management Strategy outlines the approach, guiding principles, and types of activities used to support the transformation.

**Change Management Plan**
The Change Management Plan is a living document outlining recommended change management activities by timeframe, audience, key drivers and outcomes, and recommended interventions.

**Communications Plan**
The Plan is a living document outlining communications activities by timeframe, audience, key messages, recommended vehicles, and development/sender responsibilities.

**Integrated Plan and Execution**
The Change Management and Communications Plans are integrated into an actionable plan which efficiently and effectively implements the change management and communications strategies to support the transformation.
Effective execution of the change management and communication plan will allow the State to gain commitment for the changes necessary and sustain the benefits of the transformation.

The Procurement Transformation journey combines Strategic Sourcing with the development of procurement capabilities to sustain the benefits over time.

Program leadership and sponsors leading the transformation must move up the Commitment Curve—from Awareness through Commitment—more quickly than others in the organization.
Leadership sponsorship and alignment, changes in systems and processes to support the transformation, and involvement of employees closest to the impacted operations at the appropriate time will result in the most sustainable results.

A number of activities can be leveraged to support the transformation of North Carolina’s procurement function:

- Executive Sponsorship
- Operating Model
- Organizational Alignment
- Stakeholder Management
- Change Readiness
- Communications and Engagement
- Workforce Management
- Training and Performance Support

Recommendations contained in the Strategy & Governance, Organization, Sourcing, and Technology Benefits Cases and Implementation Plans, set the foundation for changes required to transform the current procurement function into a statewide system guided by a single strategy and a senior leadership team with the broader view of procurement operations. The changes need to be supported by complementary technology, policies, processes, and skilled employees.

Research has shown traditional change management activities – training and communications – are the least impactful in driving improved business performance through change efforts. They are, however, invaluable in creating feedback loops to gauge awareness and employees ability to function in the new environment.
The State must pay particular attention to possible risks most affecting the transformation and proactively manage the change to support the long-term success of the effort and institutionalization of the changes across the statewide procurement function.

<table>
<thead>
<tr>
<th>Risks</th>
<th>Mitigation Strategy</th>
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<tbody>
<tr>
<td>• Business benefits are not well understood by whole organization,</td>
<td>✓ Continue to verify business benefits with Executive Steering Committee and</td>
</tr>
<tr>
<td>potentially including the both the executive and legislative branches</td>
<td>Procurement Governance Team</td>
</tr>
<tr>
<td>of state government, the Executive Steering Committee and</td>
<td>✓ Managers to assist in building and validating metrics for balanced</td>
</tr>
<tr>
<td>Procurement Governance Team, and employees directly involved in the</td>
<td>scorecard reporting</td>
</tr>
<tr>
<td>procurement function.</td>
<td>✓ Managers to communicate and reinforce long-term benefits to employees</td>
</tr>
<tr>
<td>• Change will be limited to a single area, e.g., technology system</td>
<td>✓ Identify other change activities and measure the impact</td>
</tr>
<tr>
<td>or sourcing activity, as opposed to a comprehensive approach that will</td>
<td></td>
</tr>
<tr>
<td>sustain the new operating model</td>
<td></td>
</tr>
<tr>
<td>• Other change activities will divert focus from Procurement</td>
<td>✓ Alignment between program leadership and the Executive Steering</td>
</tr>
<tr>
<td>Transformation</td>
<td>Committee on goals and initiatives to complete the transformation</td>
</tr>
<tr>
<td>• Impact of other change activities hasn’t been measured</td>
<td>✓ Procurement Governance Team to sign off on newly developed processes</td>
</tr>
<tr>
<td>• Inadequate communication to external stakeholders e.g., suppliers,</td>
<td>✓ Program team to monitor expectations and develop metrics to communicate progress</td>
</tr>
<tr>
<td>LEAs, local governments, universities</td>
<td>✓ Regular stakeholder updates by the program team</td>
</tr>
<tr>
<td>• Internal communications not delivered or inconsistently delivered</td>
<td>✓ Open lines of communication between leadership, the program,</td>
</tr>
<tr>
<td>by managers</td>
<td>management, and employees</td>
</tr>
<tr>
<td>• Written communications not read</td>
<td>✓ Audit change management and communication effectiveness</td>
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<tr>
<td></td>
<td>through Readiness Assessments</td>
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<tr>
<td></td>
<td>✓ Communication delivery via multiple channels and updated to meet</td>
</tr>
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<td></td>
<td>information needs based on feedback</td>
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</tbody>
</table>
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Change Management is the process by which we prepare people and the organization for changes needed to implement a new business capability or change to the organization, processes, and procedures to deliver existing capabilities in a new way. Specific activities include:

- Planning for the change to occur in the organization
- Building executive leadership and commitment to ensure the vision and target state are clearly articulated and understood by all
- Transforming the way people work to ensure they adopt and own the new processes, technology, and ways of working associated with the change effort
- Managing change to equip the organization to respond positively to the change effort

Change Management Strategy and Plan of Activities

Change Management activities will enable leadership to gauge the readiness, willingness, and ability of organizations and employees impacted by Procurement Transformation to function in a new environment in which change efforts fundamentally alter how the organization is structured, the roles and responsibilities of the workforce, the policies, processes, and procedures to carry out the procurement of goods and services, and how performance and success are measured.

Proactive change management activities—key to executing a successful transformation—enable the State to realize the potential benefits by:

- Planning, guiding, and supporting the implementation process
- Anticipating and addressing potential impacts of the change
- Anticipating and addressing potential resistance to change
- Enabling the workforce to perform successfully in the new environment
- Creating ways to sustain new processes and continuously improve operations

The Change Management Plan provides a way for leadership to integrate and synchronize activities, measure progress, take action as required, and generally keep activities aligned with the program plan and goals of transformation and maintain the momentum of the effort. It includes ways to assist program leadership:

- Establish targets and milestones
- Conduct ongoing assessments
- Anticipate risks
- Build on early successes
- Identify changes in context, complexity, or scope
- Plan parallel and future work
- Adjust and realign priorities, performance targets, and resources
The Change Management team should provide alternatives and mitigation strategies to support the needs of the program and help management and employees uncover and work through the underlying causes of resistance over the course of the transformation effort.

**Recommendation:** The Procurement Transformation change management effort should be closely aligned with program leadership to assist in scheduling activities. The focus should be on identifying challenges based on the rate of change and the capacity for the organization/individuals to cope with the amount of change.

On-going change management efforts to support the successful transformation of procurement across the state of North Caroline should include:

- **Using a change management interaction model** to select multiple and appropriate activities at any given point in time of the transformation
- **Implementing a Change Network** as a way to formalize peer-to-peer information sharing, support program communications, and implement changes as a result of process or technology initiatives
- **Leveraging various meetings and forums** to share successes and leading practices, prepare individuals for upcoming changes, encourage participation in change efforts, and gauge adoption of and/or resistance to specific changes
- **Using both the baseline Change Readiness Survey and other short readiness surveys to monitor watch areas, gauge readiness for specific initiatives, and identify issues and risks**
The change management effort should be closely aligned with program leadership and support the implementation teams.

For their respective areas, the FTEs will enable and support communications, change management, and training functions embedded in and executed by the Sourcing, Technology, and Strategy & Governance / Organization teams.

**Core skills required for all team members:**
- Change Management
- Oral and Written Communication
- Business Readiness
- Facilitation
- Teamwork and Collaboration

**Change Management and Training Design and Delivery teams will assist in developing communications and supporting stakeholder engagement activities.**

**Note:** FTE estimates for Change Management and Training may be phased in and increase based on the number of concurrent transformation initiatives. The leads would be responsible for coordinating the designing, developing, and scheduling across the entire program and support change management and training activities embedded in the workstreams.
Change Management – Interaction Model

Program leadership has access to a wide variety of interaction options to engage stakeholders throughout the transformation effort.

**Recommendation:** Use multiple types of interactions with stakeholders to reinforce new operating model and expected behaviors.

The program team should consistently anchor communications, training, and other activities to the vision, goals, and context of the overall transformation initiatives and timelines to reinforce the alignment of the changes and support individuals’ discovery of “what’s in it for me?”

**Vision and Leadership & Communications**

Individuals responding to the baseline Change Readiness Survey indicated they understand why procurement needs to change, but generally disagree leadership is attempting to involve employees in the change.

Respondents also indicated E-mails, Website, Face-to-Face Meetings, Staff Meetings, and Conference Calls are their preferred communications channels.
Recommendation: The State should implement a Change Network made up of employees from across the procurement function –known as Change Agents – to share information and solicit participation in various initiatives as part of Procurement Transformation.

<table>
<thead>
<tr>
<th>Objectives:</th>
<th>Benefits:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Create a more “personalized” communication channel to support change throughout impacted organizations</td>
<td>• Provides positive role models to demonstrate commitment to the change effort</td>
</tr>
<tr>
<td>• Provide method to more directly influence stakeholders and teams in the field</td>
<td>• Provides an employee perspective on the change effort.</td>
</tr>
<tr>
<td>• Allow project team to better penetrate the organization and reach areas of need or concern</td>
<td>• Maximizes movement along the change curve by providing readiness and acceptance input</td>
</tr>
<tr>
<td>• Build momentum along the change curve through clear and consistent expectations</td>
<td>• Reduces resistance through active leadership and employee involvement</td>
</tr>
<tr>
<td>• Create a strong line of communication back to the program team to assess progress, issues and risks</td>
<td>• Enables a faster, better, and smarter implementation of changes.</td>
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<tr>
<td></td>
<td>• Increases effectiveness &amp; trustworthiness of messages through respected peer delivery</td>
</tr>
</tbody>
</table>

This network is used to augment the formal management structure and leverages the informal network of individuals across the State to provide an additional communications channel, as well as a feedback loop to identify gaps in information and risks in overwhelming individuals with the degree of change. Change Agents selected to be part of the network should:

• **Possess critical thinking skills** and ability to make recommendations considering the needs of the State and individuals impacted
• **Deep understanding** of their business function, process area, project team, etc.
• **Strong organizational and leadership skills**
• Comfortable communicating to groups and interacting with senior leadership
• **Respected and trusted** by peers and/or in a leadership position
• **Capable of openly discussing** transformation-related **risks & issues** with leadership, peers and the program team
• **Resourceful** in resolving and escalating issues
• **Positive and proactive outlook on their work**
• Ability to **balance the role** of Change Agent along with their current responsibilities

**Involvement and Collaboration**

A significant number of respondents to the baseline Change Readiness Survey indicated they have an informal network which includes people from various agencies.

Respondents also indicated working with people in other functional areas is effective, however, cooperation in making changes is challenging.
Identification of change resistance characteristics is critical to understanding and planning of future efforts. Resistance to change is common among large scale change efforts like Procurement Transformation. Change Agents can assist in identifying and resolving possible resistance to the transformation effort:

- **Lack of Motivation** – need for transformation unclear or no personal sense of urgency
- **Big Picture Not Understood** – is only a partial understanding about what is changing
- **Perceived Loss of Personal Control** – impacted individuals have little or no involvement
- **Loss of Stability** – high levels of uncertainty regarding the future expectations of jobs, roles, and required skills
- **Inadequate Communications** – communications are untimely, outdated or unfocused, and provide few details and little direction
- **Expectations Not Met** – expectations about communications and personal interactions unmet

Employees are more willing to accept change when they:

- Understand what is changing and how they are impacted
- Understand the context and necessity for change
- Are provided the necessary information, tools, and/or skills
- Receive clear and consistent communications

As part of the Change Network, Change Agents help bridge the gap between leadership and employees playing a key role in helping move impacted employees to the desired level of commitment through clear and consistent information and materials.

- Change Agents need to move up the change curve before the broader employee/end user groups to help drive the change effort and bring remaining users to desired levels.
- Commitment targets will vary for different impacted groups, e.g., target for External Stakeholders is typically at Understanding as they are not directly affected.
The Change Network is structured to cascade sponsorship from executives to employees impacted by initiatives under the Procurement Transformation program. This focus is to build understanding and momentum for the transformation.

**Program Governance**
(Executive Steering Committee, Advisory Committee, Sponsors)

- Set program vision, define changes and priorities.
- Allocate resources / support and provide project guidance.
- Publicly demonstrate commitment to outcomes and validate change effort.

**Change Agents**

- Accountable for facilitating change within their organizations
- Surface issues/concerns; work with program to resolve
- Develop deep understanding of the transformation
- Communicate transformation messages
- Provide support and encouragement to employees
- Provide feedback!

**Employees Impacted by Changes**

- Listen to/read communications
- Ask questions and identify issues
- Understand / accept changes
- Groups could be end users of a system, process owners and/or employees directly impacted by transformation activities
The Change Network uses regularly scheduled meetings with a standard format to provide an alternative communications channel to share information and a forum for employee involvement to solicit valuable feedback from employees regarding focused initiatives.

To maximize the benefit, regular meetings/conference calls may include participants from all phases (*in some cases, the Change Agent may be the same person*) to share general information to build awareness. These regular Change Network meetings may need to be augmented by meetings/communications specific to the focus of each phase.

<table>
<thead>
<tr>
<th>Month 0</th>
<th>Month 6</th>
<th>Month 12</th>
<th>Month 18</th>
<th>Month 24 and beyond</th>
</tr>
</thead>
</table>

**Change Network – Phase I (Strategic Sourcing Focus)**

- **Who** – Representative users from current P&C and IT Procurement organizations, state agencies, and community colleges
- **What** – Assist in fully understanding opportunities for strategic sourcing categories; communicating priorities and activities
- **When** – Solicit nominations and begin participation in regular calls concurrent with kick-off of Strategic Sourcing Activities

**Change Network – Phase II (State Procurement Organization Redesign)**

- **Who** – Representative users from current P&C organization, state agencies, and community colleges
- **What** – Act as POC’s for their respective organization with respect to communicating the changes to State Procurement, the impacts organizations, and raising risks/issues to inform decisions/activities
- **When** – Participation in network activities to begin concurrent with decision to implement the recommended State Procurement organizational structure

There are usually four (4) activities over a 30-day period prior to starting a new phase of the Change Network:

- Initiate Change Agent nomination process
- Begin Change Agent confirmation process
- Finalize list of Change Agents
- Conduct Phase kick-off activities

**Change Network – Phase III (Ariba Upgrade)**

- **Who** – Representatives from current P&C organization, state agencies, community colleges, LEAs, and other users of E-Procurement
- **What** – Act as POC’s for their respective organization/project with respect to the changes to the system due to the upgrade; potential to solicit participants in testing the system prior to go-live, and provide feedback
- **When** – Participation in network activities will begin concurrent with agency readiness activities begin to prepare users for the upgrade release
Change Management
– Conference Calls, Staff Meetings, and Roundtables

**Recommendation:** Conference calls, staff meetings, and the continued use of Roundtable discussions should be leveraged to share information, help prepare individuals for planned changes, create understanding about new operating model concepts, and build acceptance and ownership among impacted stakeholders. The Roundtable format could be repurposed to focus groups supporting action learning or process improvement efforts on highly impacted or complex areas of the transformation initiatives.

To support consistent messaging and effective meetings, agendas, facilitators, and appropriate attendance by impacted stakeholders will increase the likelihood of collaboration and cooperation in making the needed changes across the procurement function.

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**Procurement Transformation Roundtables**

- [✓] Strategic Sourcing: Putting the “Strategy” into Sourcing  
  Jan 20
- [✓] Contract Management: Leading Practices  
  Feb 3
- [✓] Reporting: Spend and Market Analysis  
  Feb 17
- [✓] Supplier Relationship Management  
  Mar 3
- [✓] Technology: Leading Practices in Procurement  
  Mar 17
- [✓] Adding Value: The Voice of the Customer  
  Mar 31
- [☐] Best Value Method of Contracting  
  Apr 14
- [☐] The Procurement Function: Organized for Success  
  TBD
Recommendation: Assessing the readiness for change throughout the Procurement Transformation effort should be accomplished periodically throughout the transformation using the initial Change Readiness Survey results as a baseline. Additional short readiness surveys should be used to monitor watch areas, gauge readiness for specific initiatives, and identify risks and issues.

The baseline Change Readiness Assessment highlighted the degree of readiness for DOA and other executive agency stakeholders and community college employees involved in the procurement function to change or serve as sponsors of change. The analysis of the responses provided the State and the project team with:

- Information about each agency’s procurement/change history and current aptitude for change
- Potential barriers to successful change implementation
- An ongoing assessment method to monitor and react to people’s readiness for change

Continuing to monitor results of readiness surveys provides quantitative and qualitative assessments to understand behavioral patterns and attitudes across the target groups in order to more effectively design and deploy change management strategies and interventions to support Procurement Transformation. Since stakeholder groups will be impacted differently by various approved initiatives, core survey questions should be augmented by demographic questions in order to better understand specific concerns or challenges.
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  • Integrated Timeline of Activities Supporting Implementation Initiatives
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The design and implementation of an effective communications program is critical to the success of the Procurement Transformation. The communications program combines the outcomes of the Stakeholder analysis and the Change Readiness Survey results to document both the Communications Strategy and the Communications Plan.

The Communications Strategy is part of a coordinated change management effort to ensure sufficient support for the new changes from all stakeholders. It outlines the focus and intent of the overall communications efforts to be used in order to keep the stakeholders informed of, involved in, and committed to the Procurement Transformation. It also outlines the approach and guiding principles to be used for planning communications activities. It defines key stakeholders/audiences, key messages about the transformation and supporting activities, existing and new communications channels/vehicles, and high-level processes to manage the communications effort. At a high level the Communications Strategy:

- Outlines the communication objectives and guiding principles
- Describes the relationship between communications and sponsorship
- Broadly defines stakeholder groups and the purpose of communications with each group
- Identifies the communications approach, including the use of cascading communications
- Defines risks related to and/or mitigated by communication

The Communications Plan is a living document outlining communications activities by timeframe, audience, key messages, recommended vehicles, and development/sender responsibilities. Communications activities support stakeholder engagement across the broad sets of groups including leaders sponsoring transformation activities, the teams actively engaged in developing and implementing the changes, employees engaged in maintaining the procurement services throughout the transformation, and the customers and constituents of those services.

**Note:** Recommendations have not yet approved for implementation by the State. This baseline planning framework will need to be updated to support the change management and communications efforts and timelines based on the State’s decisions and schedule going forward.

The program-level communications planning presented in this document should be updated based on decisions and timelines for the specific initiative(s). Additional planning will be required during implementation to outline targeted communications necessary for the workstream(s) to execute their responsibilities. Once decisions are made, a single integrated timeline will be useful in identifying integration points across the various transformation initiatives and specific change management activities and communications.
<table>
<thead>
<tr>
<th>Category</th>
<th>Stakeholder Group</th>
<th>Communications Purpose</th>
<th>Owner(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>External</td>
<td>Public/Taxpayers</td>
<td>• Inform stakeholders outside of the procurement function—and outside of state government about the organizational, process, and technology changes and provide details about the impact to them and/or gain buy-in on scope, timeline, and expected outcomes.</td>
<td>• Project Leadership • DOA/P&amp;C • ITS/IT Procurement • DOA Communications</td>
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<td></td>
<td>Vendors</td>
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<td></td>
<td>Associations</td>
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<td></td>
<td>Media</td>
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<td>Government Agencies</td>
<td>Legislature</td>
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<td></td>
<td>Local Government</td>
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<td></td>
<td>Community Colleges</td>
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<td>Local Educational Agencies</td>
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<td></td>
<td>University System</td>
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<tr>
<td></td>
<td>Executive Branch Agencies</td>
<td></td>
<td></td>
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<tr>
<td>Employees</td>
<td>Procurement function employees</td>
<td>• Inform internal stakeholders of organization and system/process changes, communicate timelines, and provide training and change support.</td>
<td>• Executive Leadership • Agency Leadership • DOA/P&amp;C • ITS/IT Procurement</td>
</tr>
<tr>
<td></td>
<td>Employees receiving goods and services</td>
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<tr>
<td>Leadership</td>
<td>Executive Leadership</td>
<td>• Provide status updates and project scorecards /progress to executives and committees.</td>
<td>• DOA and Project Leadership</td>
</tr>
<tr>
<td></td>
<td>Executive Steering Committee</td>
<td>• Request assistance in removing barriers to change.</td>
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<tr>
<td></td>
<td>Executive Agency Leadership</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Advisory Committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Team</td>
<td>Agencies and employees directly involved in executing project activities including people, process, and technology implementation</td>
<td>• Set a common vision and context for the project; communicate progress and objectives to manage key areas, e.g., issues, risks, change control.</td>
<td>• Project Leadership</td>
</tr>
</tbody>
</table>
The program team will enable owners to communicate key information by providing materials, including briefings, memos and fact sheets to ensure consistency in messaging. The team will leverage subject matter expertise to create targeted information needed by the owners. Owners may leverage forums or other individuals to deliver targeted messages.

<table>
<thead>
<tr>
<th>Category</th>
<th>Stakeholder Group</th>
<th>Impact</th>
<th>Key Messages</th>
<th>Owner(s) *</th>
</tr>
</thead>
<tbody>
<tr>
<td>External</td>
<td>Public/Taxpayers</td>
<td>Low</td>
<td>• Expected and actual savings / benefits for the taxpayer&lt;br&gt;• New technology solutions / processes for vendors&lt;br&gt;• Major initiatives, e.g., sourcing&lt;br&gt;• Updates on progress; next steps</td>
<td>• Program Leadership&lt;br&gt;• DOA/P&amp;C&lt;br&gt;• ITS/IT Procurement&lt;br&gt;• DOA Communications</td>
</tr>
<tr>
<td></td>
<td>Vendors</td>
<td>Medium</td>
<td>• Changes in organization, processes, technology&lt;br&gt;• Expected and actual savings / benefits&lt;br&gt;• Benefits of using state term contracts&lt;br&gt;• How to use new / upgraded technology&lt;br&gt;• Updates on progress; next steps</td>
<td>• Executive Leadership&lt;br&gt;• Agency Leadership&lt;br&gt;• DOA/P&amp;C&lt;br&gt;• ITS/IT Procurement</td>
</tr>
<tr>
<td></td>
<td>Associations</td>
<td>Low</td>
<td>• Changes in organization, processes, technology&lt;br&gt;• How to use new / upgraded technology&lt;br&gt;• Updates on progress; next steps&lt;br&gt;• Requests for participation / outcomes of initiatives</td>
<td>• DOA and Program Leadership</td>
</tr>
<tr>
<td></td>
<td>Media</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government</td>
<td>Legislature</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agencies</td>
<td>Local Government</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Community Colleges</td>
<td>Medium</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Local Educational Agencies</td>
<td>Medium</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>University System</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Executive Branch Agencies</td>
<td>Varied</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees</td>
<td>Procurement function employees</td>
<td>High</td>
<td>• Changes in organization, processes, technology&lt;br&gt;• How to use new / upgraded technology&lt;br&gt;• Updates on progress; next steps&lt;br&gt;• Requests for participation / outcomes of initiatives</td>
<td>• Program Leadership&lt;br&gt;• Agency Leadership&lt;br&gt;• DOA/P&amp;C&lt;br&gt;• ITS/IT Procurement</td>
</tr>
<tr>
<td></td>
<td>Employees receiving goods and services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership</td>
<td>Executive Leadership</td>
<td>Medium</td>
<td>• Changes in organization, processes, technology&lt;br&gt;• Milestones and program plans&lt;br&gt;• Updates on progress; next steps&lt;br&gt;• Expected and actual savings / benefits&lt;br&gt;• Impacts to operations</td>
<td>• DOA and Program Leadership</td>
</tr>
<tr>
<td></td>
<td>Executive Steering Committee</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Executive Agency Leadership</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Advisory Committee</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Team</td>
<td>Agencies and employees directly involved in executing project activities including people, process, and technology implementation</td>
<td>High</td>
<td>• Milestones and program plans&lt;br&gt;• Rationale for sequencing initiatives&lt;br&gt;• Updates on progress; next steps</td>
<td>• Program Leadership</td>
</tr>
</tbody>
</table>
As the State moves forward with Procurement Transformation activities, there are risk areas leadership and program management should continually watch for and put in place mitigation strategies to counter the negative impacts.

<table>
<thead>
<tr>
<th>Area of Risk and Description</th>
<th>Probability of Occurrence</th>
<th>Mitigation Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inconsistent Implementation</strong> - Inconsistent interpretation of implementation changes</td>
<td>High</td>
<td>Promptly identify and report on policy and operational inconsistencies to team leads; ensure clarifying information is provided</td>
</tr>
<tr>
<td><strong>Stakeholder Resistance</strong> - Stakeholders do not support the changes and reject or ignore the changes, including participation in sourcing activities, process</td>
<td>Medium-High</td>
<td>Understand how people may be disrupted and work to build support structure in advance of disruptions; clearly communicate benefits of the change; engage steering committee leadership to create incentives to change behaviors</td>
</tr>
<tr>
<td><strong>Timing and Sequencing of Messages</strong> - There are several potential work streams with messages that need to be sent at various timeframes to the same groups of stakeholders</td>
<td>Medium - High</td>
<td>Integrated program level project plan and clear roles and responsibilities; hold integration meetings across the program to plan communications; maintain a 1-3 month view of planned communications to effectively alert leadership of upcoming events/leverage points</td>
</tr>
<tr>
<td><strong>Premature Leakage to External Stakeholders</strong> – Letting the possible options be known prior to decisions being made potentially complicates the issues being discussed and leaves the program open to increased scrutiny</td>
<td>Medium</td>
<td>Create positioning messages both internally and externally – e.g., Procurement is taking proactive steps to better meet changing requirements; proactively communicate with stakeholder groups; actively manage the sequencing of messages</td>
</tr>
<tr>
<td><strong>Lack of Sponsorship and/or Support</strong> - Efforts not supported by key champions within key stakeholder groups</td>
<td>Medium</td>
<td>Identify and continuously communicate with key potential champions</td>
</tr>
<tr>
<td><strong>Lack of User Buy In</strong> - Users not paying attention to messages; not following up on actions</td>
<td>Medium</td>
<td>Early user engagement via demos, roadshows, conference calls and targeted leadership messages; use of the Change Network</td>
</tr>
<tr>
<td><strong>Inconsistent and Conflicting Messages</strong> - Messages which don’t support the overall implementation objectives</td>
<td>Medium</td>
<td>Review all communications for clarity and consistency; ensure appropriate senders are identified to ensure credibility of the communication; develop standard key messages and talking points</td>
</tr>
<tr>
<td><strong>Communication Overload</strong> - Too many separate communications</td>
<td>Low</td>
<td>Ensure the Communications Plan is integrated; leverage integrated messaging; maintain a 1-3 month view of planned communications to effectively alert leadership of upcoming events/leverage points</td>
</tr>
<tr>
<td><strong>Communications Contacts not Supportive of Change</strong> - Key communications leads we must work with in operating units, State functions, and program leadership</td>
<td>Low</td>
<td>Engage points of contact early in the process; understand and adhere to their development-delivery process wherever possible.</td>
</tr>
</tbody>
</table>
Effective communications supports the coordinated change management effort by making the appropriate information available to stakeholders at the appropriate time to enable change. Actively managing the communications supports stakeholder engagement and will help leadership and program management align key messages about the transformation activities.

• An effort as complex as Procurement Transformation requires effectively and efficiently managing communications:
  
  – **Communications best practices** should be used when developing and delivering all communications
  
  – Combine **high and low touch communications** to support a **cascading communications approach in aligning messaging** and leveraging existing communications vehicles/channels throughout the impacted organizations
  
  – An efficient **process to review and approve all communications** is needed for timely information sharing and mitigate the potential for information overload for employees involved
  
  – **A single Communications Tracker** as the primary mechanism to schedule, track, and de-conflict formal communications is required to logically leverage multiple communications channels and minimize redundancy and information overload for stakeholders
  
  – **Communications needs viewed as an iterative process** which must be continually monitored using various feedback mechanisms to gauge the effectiveness of messages

• Using various communications channels, types, and formats vehicles will increase the likelihood of messages being received by the intended stakeholder group(s):
  
  – Continue to **use the website created during the Assessment** to communicate Fact Sheets, standard program briefings, Frequently Asked Questions (FAQs), and post links to related information, e.g., Administrative Code, pending legislation
  
  – **Create two standard communications vehicles**—a Procurement Transformation Postcard and a Procurement Transformation Update—to “push” information to targeted stakeholder groups
  
  – **Use formal memos from leadership** to both statewide and procurement function audiences for formal announcements, to establish policy, and periodically provide updates on progress of the transformation and supporting activities
  
  – **Use the official templates** to create a program identity and support consistent communications
Communications – Objectives and Principles

Consistency and alignment of messages is essential to building the stakeholder trust and support for the transformation.

**Recommendation:** The following communications best practices should be considered when developing and delivering all communications supporting the Procurement Transformation change initiatives.

### Communications Objectives

- **Provide awareness** and understanding messaging
- **Reduce resistance** through sharing information and help create ownership for the success of the program/change
- **Build credibility** of the initiative and minimize rumor mill communications
- Set and **align realistic stakeholder expectations** of the requirements and process to “get ready” for implementation
- Provide **actionable steps** to **obtain involvement** from sponsors and key stakeholders
- **Address stakeholder concerns** and generate ideas for mitigating risk and resistance
- **Reduce the risk** of potential business disruptions at start-up and beyond
- Communicate feedback regarding how to **improve the program execution and communications**
- **Celebrate milestones**, success and achievements

### Communications Principles

- Speak with **“one voice”** – facilitate easy delivery of a **consistent message** through appropriate mediums and delivery sources
- **Keep messages simple** – provide relevant, accurate, timely, appropriate and consistent communications—avoid jargon
- Put emphasis on **face-to-face communication** and high involvement and engagement of stakeholders at all levels to cascade information throughout the organization
- Clearly **define expectations** for those impacted by the change
- Clearly define and **communicate benefits**; but don’t “over sell”
- Enable quick identification and **removal of barriers** to resolve issues
- Ensure **project milestones** and **target audience drive communications**
- **Use simple feedback mechanisms** to assess user understanding of messages and to provide opportunity for two-way communications
- Use the **Change Network** to increase a sense of ownership among stakeholders and leverage it as a feedback mechanism
- Define metrics or mechanisms to **measure communications effectiveness**
Final Communications – High and Low Touch

**Recommendation:** Use a combination of high and low touch communications to increase the effectiveness of targeted stakeholder messaging.

- All communications will leverage the same key messages—adapted for specific target audiences and the intended outcomes of the communications.
- There are several vehicles and mediums in place today which will be leveraged to help move stakeholders along the commitment curve.
- A cascading communications approach is necessary to deliver messages to different stakeholder groups to both provide information when it’s needed and as a way to build ownership.

### High Touch Communications
- **Individual Discussions**
- **Meetings**
- **All Hands**
- **Town Halls**
- **Change Network**

### Low Touch Communications
- **Website**
- **E-mail**
- **Newsletters**
- **Memos**
- **Briefings/Presentations**
- **FAQs**

**Procurement@doa.nc.gov**
**Recommendation:** Based on the scope of the changes as a result of the Procurement Transformation and diversity of the impacted stakeholders across the State, a cascading communications approach is necessary to align messaging and leverage existing communications vehicles/channels throughout the organization.

Included in this cascading approach is the ability of the Communications Team to leverage existing communications channels, as well as program and existing change networks throughout the organization. Use of the various channels will depend on the audience and intent of the message. *More than one channel should be used to reinforce key messages.*
Communication and Sponsorship are tightly interwoven and occur simultaneously. Leadership must proactively support and communicate the benefits of the transformation.

**Recommendation:** Implement the recommended Governance Model to enable leadership alignment allowing program sponsors and State leadership speak with a “single-voice” regarding the ongoing transformation effort and sustain improved procurement strategy and operations.

In order to ready the State for the upcoming changes, employees across the procurement function and external stakeholders must know leadership is in alignment on the key changes necessary for success of Procurement Transformation.

**For example –**
- Sponsor will deliver select communications
- Feedback from sponsors will help modify and improve planned communication events
- Based on feedback received from the communications channels, increased sponsorship may be needed in select areas

**Vision and Leadership & Communications**
Based on the results of the Change Readiness Survey, there is a significant gap in communicating the vision and objectives of Procurement Transformation.

Overall, individuals indicated they understand why procurement needs to change, but generally disagree leadership is attempting to involve employees in the change.

Only 50% of all respondents think the vision for transformation has been well communicated and a significant number of responses indicate there is an issue with being kept informed and up-to-date regarding changes impacting their work.
**Recommendation:** Based on the number and varied topics about the transformation and supporting initiatives, the State should implement a process to review and approve all communications that is efficient and allows timely information sharing and mitigates the potential for information overload for employees involved.

The Communications Plan outlines messages to be delivered throughout the course of the project. Based on the timing and content of the messages, the appropriate team members will need to be involved in the development and review process.

- Define roles and responsibilities regarding communication development, approval, delivery and feedback
- Follow program and State communication guidelines (e.g., branding, templates)
**Recommendation:** All Procurement Transformation teams should use a single Communications Tracker as the primary mechanism to schedule, track, and de-conflict formal communications in order logically leverage multiple communications channels and yet minimize redundancy and information overload for stakeholders. There should be one Communications Tracker for the program that consolidates all communications planning for individual initiatives and will:

- Outline communication events by audience
- Provide the master list of planned and completed communications for the project
- Include detailed information such as:
  - Audience
  - Key Messages
- Reviewers/Approver/Sender
- Timing

**Sample Template***:

<table>
<thead>
<tr>
<th>ID</th>
<th>Area</th>
<th>Details &amp; Audience</th>
<th>Overview</th>
<th>Roles &amp; Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Comm Name</td>
<td>Purpose</td>
<td>Key Messages</td>
</tr>
<tr>
<td>1</td>
<td>Leadership</td>
<td>Status Update</td>
<td>Status</td>
<td>Overall status; key events; accomplishments to date; future priorities; issues/risk</td>
</tr>
</tbody>
</table>

*The information contained in this sample is illustrative.

Refer to the Communications Plan for each initiative for more detailed information.
**Recommendation:** The State should view communications as an iterative process which must be continually monitored using various feedback mechanisms to gauge the effectiveness of messages. By using one or more of these mechanisms, feedback allows program leadership and the communications team to ensure the “right” messages are being received by the intended target audiences.

Feedback will be collected through:

- **Email Inbox** – A single program mailbox—administered by the Communications Team—where questions and comments can be submitted and answered by the Procurement Transformation team members based on content of feedback

- **Communicator Feedback** - provided through Q&As or both formal and informal responses received from employees. These should be forwarded to the Communications Team in order to update relevant messages/materials

- **Readiness Assessment** – Enables program leadership to understand where target audiences are on the commitment curve and prompts leadership to take actions to mitigate any concerns

- **FAQs** – The use of Frequently Asked Questions will help in understanding key areas of concern as the program is implemented
Recommendation: Continue to use the website created during the Assessment to communicate Fact Sheets, standard program briefings, Frequently Asked Questions (FAQs), and continue to update with links to related information, e.g., Administrative Code, pending legislation.

Prominently display the link to the shared mailbox (Procurement@doa.nc.gov*), throughout the web pages as a feedback mechanism through which stakeholders can send feedback and/or questions.

* As the program scope increases, multiple individuals should have access to this shared mailbox and more defined processes put in place to manage responses. It can also be leveraged to send newsletters/postcards or request input from various stakeholders.
Communications Vehicles – Postcards and Updates

Recommendation: The Procurement Transformation program should create two standard communications vehicles: a Procurement Transformation Postcard and a Procurement Transformation Update. The Postcard will include short notes on current or planned activities and links to find more information or get involved. The Update will be used to announce upcoming meetings on various topics, e.g., Sourcing or Technology. These two types of communications can be used to “push” information to targeted stakeholder groups.
**Recommendation:** Use formal memos from leadership to both statewide and procurement function audiences for formal announcements, to establish policy, and periodically provide updates on progress of the transformation and supporting activities.

Memos from the program team may be used to solicit information or participation in a more formal manner.
**Recommendation:** All Procurement Transformation communications should use the official templates and color schemes to create a program identity and support consistent communications. Individual initiatives included in the transformation may use unique or existing branding, e.g., eProcurement.

By using these templates for communications, the program team:

- **Speaks with “one voice” throughout communications**
- **Creates a program identity through a consistent visual presentation of messages**
- **Increases recognition of the Procurement Transformation communications**
- **Reduces time spent formatting—or reformatting—materials**

**Color Palette**

<table>
<thead>
<tr>
<th>Color Palette</th>
<th>RGB Codes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>221 68 17</td>
</tr>
<tr>
<td></td>
<td>0 51 68</td>
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<td></td>
<td>34 68 51</td>
</tr>
<tr>
<td></td>
<td>238 170 0</td>
</tr>
<tr>
<td></td>
<td>0 34 102</td>
</tr>
<tr>
<td></td>
<td>153 153 119</td>
</tr>
</tbody>
</table>
• Executive Summary
• Integrated Change Management and Communications Approach
• Change Management Strategy and Plan of Activities
• Communications Strategy and Plan
• Communications Planning Timelines
  – Strategy & Governance
  – Organization
  – Sourcing
  – Technology
• Appendix
To help coordinate and execute the deployment of approved recommendations, this section includes the high level planning timelines for the initiatives and related communications proposed for major activities and milestones.

The “Implementation Plan” outlining the key activities and milestones for each area of Procurement Transformation is included for reference.

For each area, a one-page slide is provided to summarize the communications planning:
- Timing for the Communications
- Message(s)
- Communications Vehicle
- Sender
- Audience

Note: The communications included reflect only high level program communications.

Additional planning will be required during implementation to outline targeted communications necessary for the workstream(s) to execute their responsibilities.
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Significant communications efforts will be required to effectively management stakeholder expectations and support the complex implementation plan to establish the new procurement function over a 24-month period.
Governance & Operating Model – Communications Planning

This communications planning should be updated based on decisions and timelines for implementing the governance/operating models.

<table>
<thead>
<tr>
<th>Timing</th>
<th>Message</th>
<th>Vehicle</th>
<th>Sender</th>
<th>Audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decision to implement</td>
<td>Announce the new Governance Model -Describe purpose, authorities, and membership -Focus areas and meeting frequency</td>
<td>Memo Email Website</td>
<td>Secretary of Administration and State Procurement Officer</td>
<td>All Procurement Employees, Executive Agency Secretaries and Community College Business Officers, Finance and Budget Officers</td>
</tr>
<tr>
<td>~45-60 days from decision</td>
<td>Announce roll-out of Balanced Scorecard</td>
<td>Memo Email Website</td>
<td>State Procurement Officer &amp; Procurement Governance Team</td>
<td>All Procurement Employees, Executive Agency Secretaries and Community College Business Officers, Finance and Budget Officers</td>
</tr>
<tr>
<td>As Required</td>
<td>Communicate key decisions</td>
<td>Memo Email Website</td>
<td>State Procurement Officer &amp; Procurement Governance Team</td>
<td>All impacted stakeholders</td>
</tr>
<tr>
<td>As Required</td>
<td>Implementation of new/updated policies, processes, and/or procedures</td>
<td>Memo Email Website</td>
<td>State Procurement Officer &amp; Procurement Governance Team</td>
<td>All Procurement Employees</td>
</tr>
<tr>
<td>Quarterly</td>
<td>Share summary results of performance measures and scorecard</td>
<td>Memo Email Website</td>
<td>State Procurement Officer &amp; Procurement Governance Team</td>
<td>All Procurement Employees, Executive Agency Secretaries and Community College Business Officers, Finance and Budget Officers</td>
</tr>
<tr>
<td>As Required</td>
<td>Procurement Results Management Action Plans -Contributing factors and desired outcomes -Action Plan, including expectations and deadline</td>
<td>Memo Email Website</td>
<td>State Procurement Officer &amp; Procurement Governance Team</td>
<td>All impacted stakeholders</td>
</tr>
<tr>
<td>As Required</td>
<td>Subcommittee formation and progress reports</td>
<td>Memo Email Website</td>
<td>State Procurement Officer &amp; Procurement Governance Team</td>
<td>All impacted stakeholders; leverage Procurement Postcard for general awareness</td>
</tr>
<tr>
<td>Team Formation</td>
<td>Announcement about team formation to develop detailed processes and templates</td>
<td>Email Postcard</td>
<td>State Procurement Officer &amp; Procurement Governance Team</td>
<td>All Procurement Employees, Executive Agency Secretaries and Community College Business Officers, Finance and Budget Officers</td>
</tr>
<tr>
<td>Completion of Manual</td>
<td>Announcement of Procurement Manual</td>
<td>Email Postcard</td>
<td>State Procurement Officer &amp; Procurement Governance Team</td>
<td>All Procurement Employees, Executive Agency Secretaries and Community College Business Officers, Finance and Budget Officers</td>
</tr>
<tr>
<td>15-30 days prior to training</td>
<td>Kick-off Role-Based Training</td>
<td>Email</td>
<td>State Procurement Officer &amp; Procurement Governance Team</td>
<td>All impacted employees; leverage Procurement Postcard for general awareness</td>
</tr>
</tbody>
</table>

43
This communications planning should be updated based on decisions and timelines for implementing organization-related initiatives.

<table>
<thead>
<tr>
<th>Timing</th>
<th>Message</th>
<th>Vehicle</th>
<th>Sender</th>
<th>Audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decision to reorganize</td>
<td>Communicate new State Procurement organizational structure and transition plan</td>
<td>Memo Press Release</td>
<td>Secretary of Administration and State Procurement Officer</td>
<td>All Procurement Employees, Executive Agency Secretaries and Community College Business Officers, Finance and Budget Officers, and the general public</td>
</tr>
<tr>
<td>Upon decisions</td>
<td>Hiring of key individuals for the new State Procurement Office</td>
<td>Memo</td>
<td>Secretary of Administration and State Procurement Officer</td>
<td>All Procurement Employees, Executive Agency Secretaries and Community College Business Officers, Finance and Budget Officers, and the general public</td>
</tr>
<tr>
<td>Completion of profiles and career path mapping</td>
<td>Announce new job profiles, career path mapping, and career opportunities</td>
<td>Memo Email Website</td>
<td>Office of State Personnel</td>
<td>All Procurement Employees, Executive Agency Secretaries and Community College Business Officers</td>
</tr>
<tr>
<td>Completion of task</td>
<td>Announce the development of a procurement competency model, available learning assets, and schedule for developing and implementing Individual Learning Plans</td>
<td>Memo Email Website</td>
<td>State Procurement Officer and Office of State Personnel</td>
<td>All Procurement Employees; leverage Procurement Postcard for general awareness</td>
</tr>
<tr>
<td>~ Month 10</td>
<td>Announce the kick-off of evaluating entity procurement organizations/positions</td>
<td>Memo Email</td>
<td>TBD – Secretary of Administration, State Procurement Officer, and/or Procurement Transformation Program Manager</td>
<td>Executive Agency Secretaries and Community College Business Officers, Agency /Community College Procurement Directors, leverage Procurement Postcard for general awareness</td>
</tr>
<tr>
<td>Completion of reorganized entities</td>
<td>Announce full deployment of the statewide procurement reorganization and operating model deployment</td>
<td>Memo Email Website Press Release</td>
<td>Secretary of Administration and State Procurement Officer</td>
<td>All Procurement Employees, Executive Agency Secretaries and Community College Business Officers, Finance and Budget Officers, and the general public</td>
</tr>
</tbody>
</table>
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Formal communications should follow the same format for all three waves and include:

- A general announcement about the Wave and Categories, the approach being taken, and the expected benefits
- Specific information about the sourcing activities, points of contact, and information needs
- On-going updates and meeting information to de-conflict meetings
- Formal wrap-up announcement and contract guidance

Notes:
1. Annualized procurement savings assumes the current volume of purchasing remain constant with State Agencies and Community Colleges and may include funding sources outside of the General Fund
2. Actual savings realized may be impacted by factors such as the elimination of federal stimulus funds and budget reductions, and will be further dependent on governance, organizational, and statutory changes.
3. The ‘spend data’ in this report includes direct payment data from NCAS and purchase order data from eProcurement, and does not necessarily represent the exact dollar amount actually paid to third party vendors.
This high-level communications planning should be updated based on decisions and timelines for the sourcing wave plan implementation.

<table>
<thead>
<tr>
<th>Timing</th>
<th>Message</th>
<th>Vehicle</th>
<th>Sender</th>
<th>Audience</th>
</tr>
</thead>
</table>
| 2 weeks prior to Kick-Off of Sourcing | Announcement of Sourcing Wave*  
-Objective and Expected Outcomes  
-Categories /areas included in the effort  
-Who’s involved  
-Timeline  
-Background on Wave Planning  
-Contact | Email  
Website  
Press Release | State Procurement Officer | All Procurement Employees, Executive Agency  
Secretaries and Community College Business Officers,  
Finance and Budget Officers, and general public |
| Week 1                  | Announce Kick-Off Session and Action Plan  
-Names associated with categories  
-Outline activities and information needs | Email | State Procurement Officer | Named Procurement Employees participating as members of the Sourcing Teams; Cc: Procurement Directors/Business Officers |
| Week 2                  | Announcement for Vendors/Suppliers for Impacted Categories  
-Objective and Expected Outcomes  
-Timeline | IPS Email | n/a | Vendors/Suppliers |
| Monthly                 | Meetings and Priorities Announcement | Meetings and Priorities Snapshot (Email) | Procurement@doa.nc.gov | Named Procurement Employees participating as members of the Sourcing Teams; Cc: Procurement Directors/Business Officers |
| Monthly                 | Update on Progress, Achievements | Procurement Postcard (Email) | Procurement@doa.nc.gov | All Procurement Employees, Executive Agency  
Secretaries and Community College Business Officers,  
Finance and Budget Officers |
| Ongoing                 | Category Team Updates | Email | Category Lead | Named Procurement Employees participating as members of the Sourcing Teams |
| Conclusion of Sourcing for Category | Wave/Category Wrap-Up  
-Summary of Achievements for the Wave  
-Savings  
-New Contract Summary | Email  
Website  
Press Release | Secretary of Administration and State Procurement Director | Procurement Employees, Executive Agency  
Secretaries and Community College Business Officers,  
Finance and Budget Officers, and general public |
|                         | Formal guidance on new contract(s) and how to purchase using them | Formal Memo | State Procurement Director | All Procurement Employees, Executive Agency  
Secretaries and Community College Business Officers,  
Finance and Budget Officers |

Note: This set of communications activities should be repeated as necessary to support additional sourcing waves.
• Executive Summary
• Integrated Change Management and Communications Approach
• Change Management Strategy and Plan of Activities
• Communications Strategy and Plan
• Communications Planning Timelines
  – Strategy & Governance
  – Organization
  – Sourcing
  – Technology
• Appendix
The Ariba upgrade for eProcurement must be implemented in March 2012.

- Review Current Functionality
  - Analysis of 8.2.1 Enhancements
  - Standardize workflow
- Confirm Requirements
- Define DOT Interface Approach
- Deliver Functional Design
- Identify Hardware Requirements & Begin Procurement
- Install & configure base 9r1 Buyer application

- Establish migration path
- Validate API configuration
- Develop interface
- Correct and migrate base code line
- Re-implement approved enhancements and configuration
- Implement new features & functionality

- 3 System Test Passes (Base functionality, enhancements, integration, batch, scripting)
- User Acceptance Testing
- Performance Testing
- Develop & Deliver Targeted Stakeholder Training Materials

- Implementation Readiness
- Final Cutover
- Agency Readiness Communications
- Round the Clock Implementation Schedule

Milestones

A  Design Complete
B  Development Complete
C  Testing Complete and Training Conducted
D  Upgraded System Implemented
### Ariba Upgrade – Communications Planning

This high-level communications planning should be updated based on decisions and timelines for the specific initiative.

<table>
<thead>
<tr>
<th>Timing</th>
<th>Message</th>
<th>Vehicle</th>
<th>Sender</th>
<th>Audience</th>
</tr>
</thead>
</table>
| 30 days after the start of the upgrade | Announcement of project to upgrade eProcurement  
- Key points of design  
- Next steps  
- Expected Deployment date | Email    | State Procurement Officer and/or Procurement Transformation Program Manager; eProcurement Team | All impacted stakeholders; leverage Procurement Postcard for general awareness               |
| 30-45 days after the start of the upgrade | Solicit feedback on improvements to streamline workflows | Email    | eProcurement Team                                                                                       | All impacted stakeholders; leverage Procurement Postcard for general awareness               |
| 90 days prior to deployment     | Announce the Data Preservation Plan and provide guidance to organizations regarding closing out purchase orders in preparation for cutover to the upgraded system | Email    | eProcurement Team                                                                                       | All impacted stakeholders; leverage Procurement Postcard for general awareness               |
| 30-60 days prior to deployment | Announce Build Stage completion and solicit volunteers for User Acceptance Testing                                                    | Email    | State Procurement Officer and/or Procurement Transformation Program Manager; eProcurement Team     | All impacted stakeholders; leverage Procurement Postcard for general awareness               |
| 30 days prior to deployment    | Announce training opportunities and outreach activities to users                                                                         | Email/Website | State Procurement Officer and/or Procurement Transformation Program Manager; eProcurement Team | All impacted stakeholders; leverage Procurement Postcard for general awareness               |
| March 2012                    | Announce deployment of eProcurement upgrade                                                                                             | Memo/Email Website | State Procurement Officer and/or Procurement Transformation Program Manager; eProcurement Team | All impacted stakeholders; leverage Procurement Postcard for general awareness               |
The recommended implementation plan has four major steps which can be executed over a period of 8 to 14 months and results in a fully implemented spend reporting solution.
Spend Reporting Solution – Communications Planning

This high-level communications planning should be updated based on decisions and timelines for the specific initiative.

<table>
<thead>
<tr>
<th>Timing</th>
<th>Message</th>
<th>Vehicle</th>
<th>Sender</th>
<th>Audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upon decision</td>
<td>Announcement of decision to select and implement a Spend Reporting Solution and to gather requirements</td>
<td>Email</td>
<td>State Procurement Officer and Procurement Governance Team</td>
<td>All impacted stakeholders; leverage Procurement Postcard for general awareness</td>
</tr>
<tr>
<td>~5-8 weeks after decision</td>
<td>Release RFI / RFP</td>
<td>Formal Solicitation</td>
<td>IT Procurement</td>
<td>Vendors</td>
</tr>
<tr>
<td>Upon completion of bid/award process</td>
<td>Announce selection of Spend Reporting Solution</td>
<td>Memo Email Website</td>
<td>IT Procurement; State Procurement Officer and Procurement Governance Team</td>
<td>Vendors and all impacted stakeholders; leverage Procurement Postcard for general awareness</td>
</tr>
<tr>
<td>Design completion</td>
<td>Announce Design Stage Completion -Key points of design -Next steps -Expected Deployment date</td>
<td>Email</td>
<td>State Procurement Officer and/or Procurement Transformation Program Manager</td>
<td>All impacted stakeholders; leverage Procurement Postcard for general awareness</td>
</tr>
<tr>
<td>Build completion/pre-UAT</td>
<td>Announce Build Stage completion and solicit volunteers for User Acceptance Testing</td>
<td>Email</td>
<td>State Procurement Officer and/or Procurement Transformation Program Manager</td>
<td>All impacted stakeholders; leverage Procurement Postcard for general awareness</td>
</tr>
<tr>
<td>Prior to solution deployment</td>
<td>Announce Deployment of Spend Reporting Solution</td>
<td>Memo</td>
<td>State Procurement Officer &amp; Procurement Governance Team</td>
<td>All impacted stakeholders; leverage Procurement Postcard for general awareness</td>
</tr>
</tbody>
</table>
The recommended implementation plan has four key phases and one optional phase, which can be executed over a period of 7 to 12 months to implement a single vendor registration solution.

**Milestones**

- **A** Vendor Registration Capability Gaps
- **B** Vendor Registration High Level Requirements
- **C** Vendor Registration Solution Implemented
Vendor Registration – Communications Planning

This high-level communications planning should be updated based on decisions and timelines for the specific initiative.

<table>
<thead>
<tr>
<th>Timing</th>
<th>Message</th>
<th>Vehicle</th>
<th>Sender</th>
<th>Audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upon decision</td>
<td>Announcement of decision to select a new or upgrade existing Vendor Registration solution and to gather requirements</td>
<td>Email</td>
<td>State Procurement Officer and Procurement Governance Team</td>
<td>All impacted stakeholders including vendors; leverage Procurement Postcard for general awareness</td>
</tr>
<tr>
<td>~5-8 weeks after decision</td>
<td>Release RFI / RFP (if required)</td>
<td>Formal</td>
<td>IT Procurement</td>
<td>Vendors</td>
</tr>
<tr>
<td>Upon completion of bid/award process</td>
<td>Announce tool selection or decision to upgrade Vendor Registration solution</td>
<td>Memo + Email</td>
<td>IT Procurement; State Procurement Officer and Procurement Governance Team</td>
<td>Vendors and all impacted stakeholders; leverage Procurement Postcard for general awareness</td>
</tr>
<tr>
<td>Design completion</td>
<td>Announce Design Stage Completion - Key points of design - Next steps - Expected Deployment date</td>
<td>Email</td>
<td>State Procurement Officer and/or Procurement Transformation Program Manager</td>
<td>All impacted stakeholders; leverage Procurement Postcard for general awareness</td>
</tr>
<tr>
<td>Build completion/ pre-UAT</td>
<td>Announce Build Stage completion and solicit volunteers for User Acceptance Testing</td>
<td>Email</td>
<td>State Procurement Officer and/or Procurement Transformation Program Manager</td>
<td>All impacted stakeholders; leverage Procurement Postcard for general awareness</td>
</tr>
<tr>
<td>Prior to solution deployment</td>
<td>Announce Deployment of Vendor Registration solution</td>
<td>Memo + Press Release</td>
<td>State Procurement Officer &amp; Procurement Governance Team</td>
<td>All impacted stakeholders; leverage Procurement Postcard for general awareness</td>
</tr>
</tbody>
</table>
The recommended implementation plan has four key phases and one optional phase, which can be executed over a period of 7 to 12 months to implement eSourcing/Bidding solutions with advanced bid submission capabilities.

**Milestones**

- eSourcing/Bidding Solution Capability Gaps
- eSourcing/Bidding Solution High Level Requirements
- eSourcing/Bidding Solution Implemented
This high-level communications planning should be updated based on decisions and timelines for the specific initiative.

<table>
<thead>
<tr>
<th>Timing</th>
<th>Message</th>
<th>Vehicle</th>
<th>Sender</th>
<th>Audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upon decision</td>
<td>Announcement of decision to select a new or upgrade existing eSourcing/Bidding solution and to gather requirements</td>
<td>Email</td>
<td>State Procurement Officer and Procurement Governance Team</td>
<td>All impacted stakeholders; leverage Procurement Postcard for general awareness</td>
</tr>
<tr>
<td>~5-8 weeks after decision</td>
<td>Release RFI / RFP (if required)</td>
<td>Formal Solicitation</td>
<td>IT Procurement</td>
<td>Vendors</td>
</tr>
<tr>
<td>Upon completion of bid/award process</td>
<td>Announce tool selection or decision to upgrade eSourcing /Bidding solution</td>
<td>Memo Email Website</td>
<td>IT Procurement; State Procurement Officer and Procurement Governance Team</td>
<td>Vendors and all impacted stakeholders; leverage Procurement Postcard for general awareness</td>
</tr>
<tr>
<td>Design completion</td>
<td>Announce Design Stage Completion - Key points of design - Next steps - Expected Deployment date</td>
<td>Email</td>
<td>State Procurement Officer and/or Procurement Transformation Program Manager</td>
<td>All impacted stakeholders; leverage Procurement Postcard for general awareness</td>
</tr>
<tr>
<td>Build completion/pre-UAT</td>
<td>Announce Build Stage completion and solicit volunteers for User Acceptance Testing</td>
<td>Email</td>
<td>State Procurement Officer and/or Procurement Transformation Program Manager</td>
<td>All impacted stakeholders; leverage Procurement Postcard for general awareness</td>
</tr>
<tr>
<td>Prior to solution deployment</td>
<td>Announce Deployment of eSourcing/Bidding solution</td>
<td>Memo Press Release</td>
<td>State Procurement Officer &amp; Procurement Governance Team</td>
<td>All impacted stakeholders; leverage Procurement Postcard for general awareness</td>
</tr>
</tbody>
</table>
The recommended implementation plan is a standard enhancement effort with five key phases that can be completed in 2 to 3 months.

Milestones

A  User Data Interface Design Sign-off
B  User Data Interface Build Sign-off
C  User Data Interface UAT Sign-off
D  User Data Interface Design Implemented
User Data Interface & Authentication – Communications Planning

This high-level communications planning should be updated based on decisions and timelines for the specific initiative.

<table>
<thead>
<tr>
<th>Timing</th>
<th>Message</th>
<th>Vehicle</th>
<th>Sender</th>
<th>Audience</th>
</tr>
</thead>
</table>
| Upon decision                 | Announcement of project to enhance eProcurement user data interface and authentication using BEACON data  
                                 - Key points of design  
                                 - Next steps  
                                 - Expected Deployment date | Email    | State Procurement Officer and/or Procurement Transformation Program Manager | All impacted stakeholders; leverage Procurement Postcard for general awareness |
| Build completion/ pre-UAT     | Announce Build Stage completion and solicit volunteers for User Acceptance Testing | Email    | State Procurement Officer and/or Procurement Transformation Program Manager | All impacted stakeholders; leverage Procurement Postcard for general awareness |
| Prior to solution deployment  | Announce Deployment of new user data interface and authentication enhancement | Memo     | State Procurement Officer and/or Procurement Transformation Program Manager | All impacted stakeholders; leverage Procurement Postcard for general awareness |
The recommended implementation plan includes 4 key phases and can be completed in 3 to 4 months to synchronize the code structure between NCAS and eProcurement. Synchronization with additional source systems may extend the duration or be accomplished in follow a project.

The category structure should periodically be revisited and updated as necessary.
This high-level communications planning should be updated based on decisions and timelines for the specific initiative.

<table>
<thead>
<tr>
<th>Timing</th>
<th>Message</th>
<th>Vehicle</th>
<th>Sender</th>
<th>Audience</th>
</tr>
</thead>
</table>
| Upon decision             | Announcement of project to update Category Structure using agreed to NIGP codes  
                          - Key points of design  
                          - Next steps  
                          - Expected Deployment date | Email   | State Procurement Officer and/or Procurement Transformation Program Manager | All impacted stakeholders; leverage Procurement Postcard for general awareness |
| Build completion/pre-UAT  | Announce Build Stage completion and solicit volunteers for User Acceptance Testing | Email   | State Procurement Officer and/or Procurement Transformation Program Manager | All impacted stakeholders; leverage Procurement Postcard for general awareness |
| Prior to solution deployment | Announce Deployment of update to the Category Structure | Memo    | State Procurement Officer and/or Procurement Transformation Program Manager | All impacted stakeholders; leverage Procurement Postcard for general awareness |
The implementation plan includes 4 key phases and can be completed in 2 to 3 months to design and implement an improved PunchOut catalog management process improving price audits.

Milestones

- **A** PunchOut Process & Solution Capability Gaps
- **B** PunchOut High Level Requirements
- **C** New PunchOut Processes and Solutions Implemented

The PunchOut management process will be used for future catalog deployments.
This high-level communications planning should be updated based on decisions and timelines for the specific initiative.

<table>
<thead>
<tr>
<th>Timing</th>
<th>Message</th>
<th>Vehicle</th>
<th>Sender</th>
<th>Audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upon decision</td>
<td>Announcement of project to review current Punchout catalog issues</td>
<td>Email</td>
<td>State Procurement Officer and/or Procurement Transformation Program Manager</td>
<td>P&amp;C and IT Procurement; leverage Procurement Postcard for general awareness</td>
</tr>
<tr>
<td></td>
<td>- Key areas for review</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Next steps</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Expected roll-out of improved management process</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Build completion/pre-UAT</td>
<td>Announce Build Stage completion and solicit volunteers for User Acceptance Testing</td>
<td>Email</td>
<td>State Procurement Officer and/or Procurement Transformation Program Manager</td>
<td>P&amp;C and IT Procurement; leverage Procurement Postcard for general awareness</td>
</tr>
<tr>
<td>Prior to solution deployment</td>
<td>Announce Deployment of catalog management process and solution changes</td>
<td>Email</td>
<td>State Procurement Officer and/or Procurement Transformation Program Manager</td>
<td>All catalog users; leverage Procurement Postcard for general awareness</td>
</tr>
</tbody>
</table>
There are three key phases and one optional phase, which can be executed over a period of 6 to 10 months to implement electronic invoice processing with State NCAS based Agencies.

**Milestones**

- **A** Electronic Invoice Processing Capability Gaps
- **B** Electronic Invoice Processing High Level Requirements
- **C** Electronic Invoice Processing Implemented
This high-level communications planning should be updated based on decisions and timelines for the specific initiative.

<table>
<thead>
<tr>
<th>Timing</th>
<th>Message</th>
<th>Vehicle</th>
<th>Sender</th>
<th>Audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Upon decision</td>
<td>Announcement of decision to select a new or upgrade existing Electronic Invoice Processing solution and to gather requirements</td>
<td>Email</td>
<td>State Procurement Officer and Procurement Governance Team</td>
<td>All impacted stakeholders; leverage Procurement Postcard for general awareness</td>
</tr>
<tr>
<td>~2-3 months after decision</td>
<td>Release RFI / RFP (if required)</td>
<td>Formal Solicitation</td>
<td>IT Procurement</td>
<td>Vendors</td>
</tr>
<tr>
<td>Upon completion of bid/award process</td>
<td>Announce tool selection or decision to upgrade Electronic Invoice Processing solution</td>
<td>Memo Email Website</td>
<td>IT Procurement; State Procurement Officer and Procurement Governance Team</td>
<td>Vendors and all impacted stakeholders; leverage Procurement Postcard for general awareness</td>
</tr>
<tr>
<td>Design completion</td>
<td>Announce Design Stage Completion -Key points of design -Next steps -Expected Deployment date</td>
<td>Email</td>
<td>State Procurement Officer and/or Procurement Transformation Program Manager</td>
<td>All impacted stakeholders; leverage Procurement Postcard for general awareness</td>
</tr>
<tr>
<td>Build completion/pre-UAT</td>
<td>Announce Build Stage completion and solicit volunteers for User Acceptance Testing</td>
<td>Email</td>
<td>State Procurement Officer and/or Procurement Transformation Program Manager</td>
<td>All impacted stakeholders; leverage Procurement Postcard for general awareness</td>
</tr>
<tr>
<td>Prior to solution deployment</td>
<td>Announce Deployment of Electronic Invoice Processing solution</td>
<td>Memo</td>
<td>State Procurement Officer &amp; Procurement Governance Team</td>
<td>All impacted stakeholders; leverage Procurement Postcard for general awareness</td>
</tr>
</tbody>
</table>
• Executive Summary
• Integrated Change Management and Communications Approach
• Change Management Strategy and Plan of Activities
• Communications Strategy and Plan
• Communications Planning Timelines
  – Strategy & Governance
  – Organization
  – Sourcing
  – Technology
• Appendix
<table>
<thead>
<tr>
<th><strong>Best Value</strong></th>
<th>Procure goods and services at the lowest total cost of ownership by leveraging the State's buying power using the most appropriate channels to deliver economic value for North Carolina taxpayers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Customer Focus</strong></td>
<td>Address all stakeholders' business needs and manage their expectations in a timely, informative, and responsive manner</td>
</tr>
<tr>
<td>---------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Delivery Excellence</strong></td>
<td>Develop, maintain, and execute standardized, repeatable procurement processes and procedures across the procurement function – supported by technology where appropriate – to achieve targeted business outcomes</td>
</tr>
<tr>
<td>----------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Compliance and Accountability</strong></td>
<td>Enforce compliance with statutes, administrative codes, executive orders, and policies while providing appropriate transparency for stakeholders through monitoring, measuring, and reporting activities</td>
</tr>
<tr>
<td>-----------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Operational Efficiency</strong></td>
<td>Align people, processes, and technology to optimize the procurement function against defined procurement goals and metrics</td>
</tr>
<tr>
<td>------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Workforce Excellence</strong></td>
<td>Maintain a workforce with the right knowledge and skills to be viewed as a trusted partner on procurement related issues to achieve targeted business outcomes</td>
</tr>
<tr>
<td>-------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Strategic Planning</strong></td>
<td>Strategically plan procurement activities using a proactive and collaborative approach to optimize the return on investment for the State of North Carolina</td>
</tr>
<tr>
<td>--------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
# Stakeholder – High Level Analysis

<table>
<thead>
<tr>
<th>Category</th>
<th>Stakeholder Group*</th>
<th>Impact</th>
<th>Scope of Influence / Responsibilities for Project Success</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>External</strong></td>
<td>Public/Taxpayers</td>
<td>Low</td>
<td>• Targeted in terms of general awareness to receive information about procurement transformation pertinent to address the why, what, who, how, and communicate expected benefits of the overall effort, the potential changes, and provide details around the impact to them.</td>
</tr>
<tr>
<td></td>
<td>Vendors</td>
<td>Medium</td>
<td>* Impact varies based on current authorities and total FY10 purchases</td>
</tr>
<tr>
<td></td>
<td>Associations</td>
<td>Low</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Media</td>
<td>Low</td>
<td></td>
</tr>
<tr>
<td><strong>Government Agencies</strong></td>
<td>Legislature</td>
<td>Low</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Local Government</td>
<td>Low</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Community Colleges</td>
<td>Medium</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Local Educational Agencies</td>
<td>Medium</td>
<td></td>
</tr>
<tr>
<td></td>
<td>University System</td>
<td>Low</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Executive Branch Agencies</td>
<td>Varied*</td>
<td></td>
</tr>
<tr>
<td><strong>Employees</strong></td>
<td>Procurement function employees</td>
<td>High</td>
<td>• Understand how program results will achieve business objectives</td>
</tr>
<tr>
<td></td>
<td>Employees receiving goods and services</td>
<td>High</td>
<td>• Engage individuals to support activities regarding potential changes to authorities/policies/roles &amp; responsibilities/processes &amp; technology</td>
</tr>
<tr>
<td><strong>Leadership</strong></td>
<td>Executive Leadership</td>
<td>Medium</td>
<td>• Lead, influence, and advocate for the project across multiple domains</td>
</tr>
<tr>
<td></td>
<td>Executive Steering Committee</td>
<td>Medium</td>
<td>• Develop and maintain relationships among stakeholder groups</td>
</tr>
<tr>
<td></td>
<td>Executive Agency Leadership</td>
<td>Medium</td>
<td>• Provide decision making authority and direction</td>
</tr>
<tr>
<td></td>
<td>Advisory Committee</td>
<td></td>
<td>• Set common vision and context for the project</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Cascade messages</td>
</tr>
<tr>
<td><strong>Project Team</strong></td>
<td>Agencies and employees directly involved in executing project activities including people, process, and technology implementation</td>
<td>High</td>
<td>• Understand new guiding principles and articulate to others</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Understand how project results will achieve business objectives</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Inform stakeholders of changes, communicate timelines, and provide support</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Direct individuals within their organization to take on related activities</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Cascade messages</td>
</tr>
</tbody>
</table>
Following is a summary of the analysis and observations from the Change Readiness Survey:

**Vision and Leadership**
- Overall, individuals indicated they understand why procurement needs to change, but generally disagree leadership is attempting to involve employees in the change.
- Only 50% of all respondents think the vision for transformation has been well communicated and a significant number of responses indicate there is an issue with being kept informed and up-to-date regarding changes impacting their work. *This should be a watch area moving forward with Procurement Transformation.*

**Action and Alignment**
- A significant number of respondents indicated the authority and responsibility for changes is not always clear and agree statutes and rules are not consistent and easy to follow.
- Respondents generally disagree they are organized to effectively and efficiently execute responsibilities.
- Respondents generally indicated technology is not adequate to support procurement processes.
- Nearly 90% of respondents from all organizations indicated replacing outdated processes and procedures is needed to improve the procurement function.
- While almost 90% of respondents indicated working with people in other functional areas is effective, there is only moderate cooperation when implementing changes.
Adaptability and Change

- A significant number of respondents indicated they feel comfortable asking questions if they don’t understand.
- A majority of respondents recognize there will be challenges and uncertainty during the transformation.
- There is significant recognition from all respondents there is a need to change what they do.
- Respondents consider themselves flexible and enjoy learning new things and acquiring new skills.
  - Almost 100% of respondents indicated they are flexible when faced with changes; this drops to 94% for those with more than 15 years in their position.
  - Almost 100% of all respondents indicated they enjoy learning new things and acquiring new skills; this drops to 90% for those respondents with more than 15 years in their position.

Involvement and Collaboration

- A significant number of respondents indicated they have an informal network which includes people from various agencies.
- Respondents indicated working with people in other functional areas is effective, however, cooperation in making changes is challenging.
  - Between 70-80% of respondents with their primary focus on core procurement tasks regularly offer new ideas on ways to do business and most indicated management values their opinion.
  - More than 94% of respondents with their primary focus on core procurement tasks indicated they are the person others look to for help.