



North Carolina Procurement Transformation

Stakeholder Map
Executive Summary
January 11, 2011

Final Deliverable

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What is a Stakeholder Map? The Stakeholder Map outlines potential impacts of the North Carolina Procurement Transformation project and related policy, process, procedure, technology and organizational changes on various stakeholder groups. It provides a way to understand and make explicit the impact of the proposed change(s) with regard to the stakeholders' attitudes and expectations, as well as helping to identify potential key messages, resistance issues, and mitigation strategies. The Stakeholder Map:

- Describes specific stakeholder groups
- Identifies the primary relationship owners
- Identifies the program area(s) which impact the stakeholder group(s)
- Identifies the complexity of the change and the desired level on the commitment curve
- Identifies a communications framework

The Stakeholder Map informs change management deliverables and is updated as the project progresses. The Change Management Work Stream will use the information captured and maintained in the Stakeholder Map as a building block for key deliverables including but not limited to the Change Management and Communications Plan and all communications materials. All project work streams can use this analysis to understand the relationships and needs across the stakeholder groups.

Why is the Stakeholder Map needed? The Stakeholder Map equips leadership and the project team to successfully transform the procurement function by:

- ***Providing an order of magnitude of impacts to guide change management activities*** related to implementing approved recommendations (e.g. level of organizational impact and required support; size and location of impacted groups; unique training needs; stakeholders key concerns)
- ***Detailing information for the timing, scope and type of change management interventions*** that can be used to implement the change (e.g. leadership alignment activities, communications, training, performance support)
- ***Enabling project leadership and the change management team to engage impacted stakeholders*** early and in a meaningful way. The information collected helps:
 - Define what is changing and why
 - Align key sponsors / decision makers
 - Define who is impacted and the degree/ nature of impact
 - Define how and when to conduct activities to manage the change – e.g., create the change plan (training, communications, etc.)
 - Implement change management activities
 - Measure results using a structured approach; identify the root cause of gaps; determine issues and risks
 - Adjust the plan and repeat as required

The information collected will help prepare the State to navigate the transformation journey by:

- Identifying key sponsors / decision makers
- Defining who is impacted* and the degree/ nature of impact
- Providing suggestions for types and sequencing of change management activities
- Aiding in determining issues and risks, and creating mitigation strategies

* Groups have been used to identify stakeholders by organizational unit or functional responsibilities, not at the individual/personal level.

What approach was taken to create this Stakeholder Map? An initial list of stakeholders was identified by various means, e.g., research, survey discussions. The stakeholders were categorized first as Internal to either state or local government (including educational institutions) or External. Stakeholders were then further grouped into more descriptive categories. A subjective assessment was then completed about the types of changes/impacts each stakeholder group could potentially face as a result of Procurement Transformation. Then based on those changes/impacts, the potential degree of change, key concerns/needs based on size of group, and responsibilities as part of the procurement function and/or state government leadership were assessed. The dollar amount of FY10 purchases and applicability of statutory governance were taken into consideration.

To ensure the appropriate engagement is planned and messages are being delivered consistently, stakeholders have been segmented into five (5) groups organized by a) their responsibilities and/or potential impacts to Authorities / Policies / Roles & Responsibilities / Processes & Procedures / Technology as a result of executing the Procurement Transformation; b) volume of buying (in dollars based on FY10 data) and statutory governance; and c) supporting actions and the knowledge, attitudes and behaviors required relative to the project and enabling success of Procurement Transformation. This segmentation will help leadership and project team members determine when and how **to inform, connect, engage, and equip** members of the various stakeholder groups with the right information and, as appropriate, skills and tools to succeed.

This Stakeholder Map is a point-in-time assessment and **will be updated throughout the lifecycle of the project** to guide the design and deployment of specific engagement activities such as communications, meetings, town halls, focus groups, and training to support ongoing procurement function assessment activities and successful implementation of approved project recommendations. **This assessment is for planning purposes on major communications efforts. It does not take precedence over specific messaging for targeted audiences .**

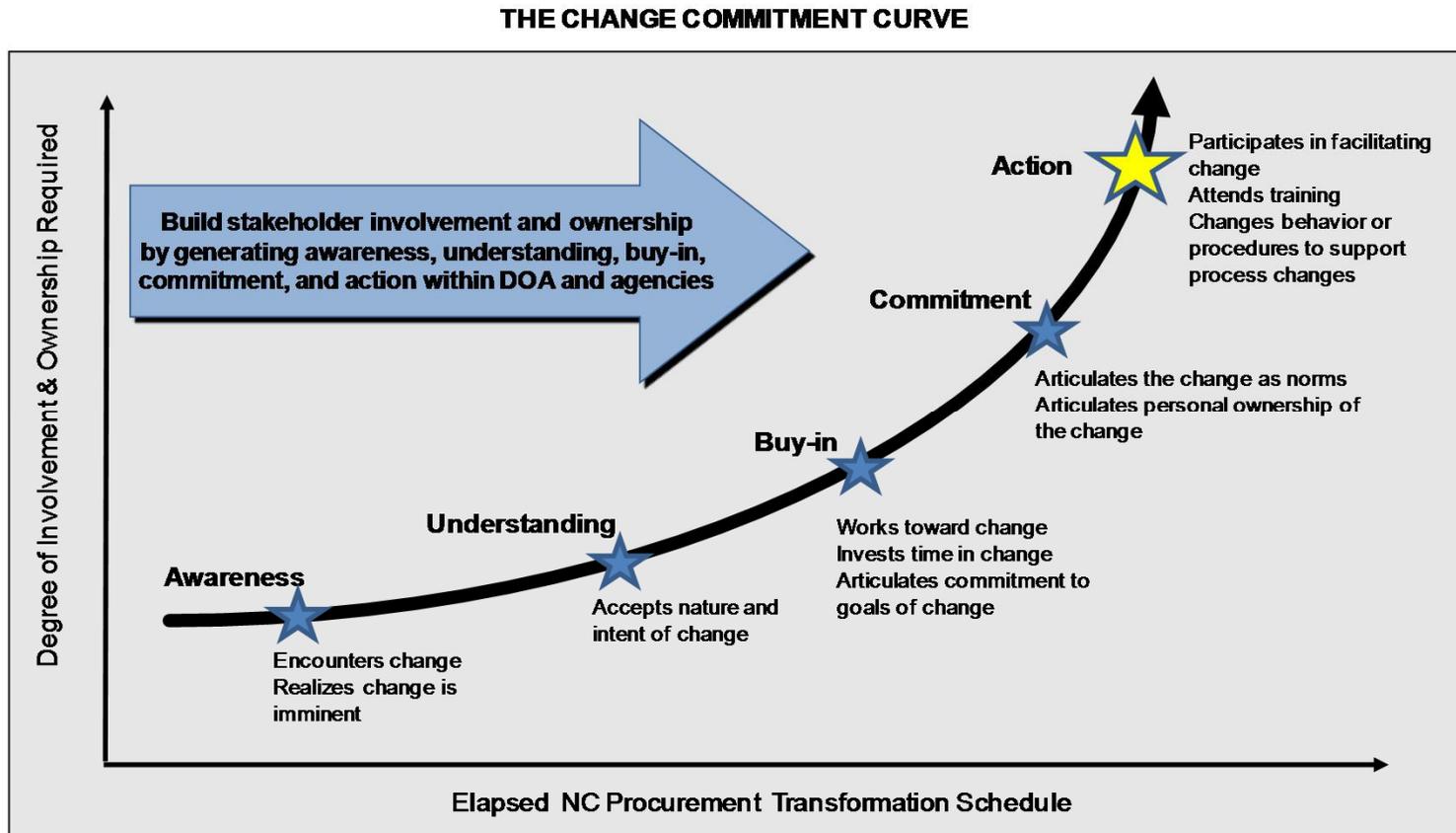
Sample – Detailed Stakeholder Mapping

A detailed analysis formatted in Excel was used to document identified stakeholders and work through an assessment on a number of factors to better understand, and make explicit, the types of impacts and the importance of engaging the stakeholder groups throughout the project.

Stakeholder	Internal/ External	Stakeholder Category	Stakeholder Group	Potential Change Area(s) as a Result of Procurement					Degree of Impact in Change Area(s)	Criticality of Buy-In	Current Commitment Curve Position	Degree of Influence for Success	Supportive
				1 Authorities	2 Policies	3 Roles & Responsibilities	4 Processes & Procedures	5 Technology					
Customers of Goods/Services	Internal	Employees	Employees Receiving Goods/Services	N	N	N	Y	Y	High	Low	Not Informed	Medium	Neutral
Requisitioners/Buyers	Internal	Employees	Procurement Function Employees	Y	Y	Y	Y	Y	High	High	Aware	Medium	Unknown
Contracting Officers - P&C and IT Procurement	Internal	Employees	Procurement Function Employees	Y	Y	Y	Y	Y	High	High	Aware	High	Unknown
Public / Taxpayers	External	External	Public / Taxpayers	N/A	N/A	N/A	N/A	N/A	Low	Low	Aware	Low	Unknown
Governor's Office	Internal	Leadership	Executive Leadership	Y	Y	N	N	N	Low	High	Aware	High	Supportive
State Auditor	Internal	Government Agencies	Audit/Oversight	N/A	N/A	N/A	N/A	N/A	Low	High	Aware	High	Unknown
Office of State Budget and Management	Internal	Leadership	Executive Steering Committee	Y	Y	N	N	N	Low	High	Aware	High	Supportive

Managing up the Commitment Curve

Successfully managing the Commitment Curve can increase an organization’s ability to gain commitment for the changes necessary for transformation and increase its ability to build on and sustain that commitment. Sponsors leading the transformation must move up the Commitment Curve—from Awareness through Commitment—more quickly than others in the organization.



Final Deliverable

Stakeholder – High Level Analysis

Category	Stakeholder Group*	Impact	Scope of Influence / Responsibilities for Project Success
External	Public/Taxpayers	Low	<ul style="list-style-type: none"> 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. <p><i>* Impact varies based on current authorities and total FY10 purchases</i></p>
	Vendors	Medium	
	Associations	Low	
	Media	Low	
Government Agencies	Legislature	Low	
	Local Government	Low	
	Community Colleges	Medium	
	Local Educational Agencies	Medium	
	University System	Low	
	Executive Branch Agencies	Varied*	
Employees	Procurement function employees	High	<ul style="list-style-type: none"> Understand how program results will achieve business objectives Engage individuals to support activities regarding potential changes to Authorities /Policies/Roles & Responsibilities/Processes & Procedures/Technology
	Employees receiving goods and services		
Leadership	Executive Leadership	Medium	<ul style="list-style-type: none"> Lead, influence, and advocate for the project across multiple domains Develop and maintain relationships among stakeholder groups Provide decision making authority and direction Set common vision and context for the project Cascade messages
	Executive Steering Committee		
	Executive Agency Leadership		
	Advisory Committee		
Project Team	Agencies and employees directly involved in executing project activities including people, process, and technology implementation	High	<ul style="list-style-type: none"> Understand new guiding principles and articulate to others Understand how project results will achieve business objectives Inform stakeholders of changes, communicate timelines, and provide support Direct individuals within their organization to take on related activities Cascade messages

* A more detailed list of stakeholders is contained in the related Excel workbook.
 ** The project 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.

Communications Framework

Category	Stakeholder Group*	Communications Purpose	Owner(s) **
External	Public/Taxpayers	<p>Inform – Connect – Engage – Equip</p> <ul style="list-style-type: none"> Inform stakeholders outside of the procurement function—and outside of state government as applicable—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. Inform internal stakeholders of organization and system/process changes, communicate timelines, and provide training and change support. Provide status updates and project scorecards /progress to executives and committees. Request assistance in removing barriers to change. Set a common vision and context for the project; communicate progress and objectives to manage key areas, e.g., issues, risks, change control. 	<ul style="list-style-type: none"> Project Leadership DOA/P&C ITS/IT Procurement DOA Communications Executive Leadership Agency Leadership DOA/P&C ITS/IT Procurement DOA and Project Leadership Project Leadership
	Vendors		
	Associations		
	Media		
Government Agencies	Legislature		
	Local Government		
	Community Colleges		
	Local Educational Agencies		
	University System		
	Executive Branch Agencies		
Employees	Procurement function employees		
	Employees receiving goods and services		
Leadership	Executive Leadership		
	Executive Steering Committee		
	Executive Agency Leadership		
	Advisory Committee		
Project Team	Agencies and employees directly involved in executing project activities including people, process, and technology implementation		