

**APPENDIX 10 TO SCHEDULE 3.3  
TO THE  
COMPREHENSIVE INFRASTRUCTURE  
AGREEMENT  
COMMUNICATIONS AND ORGANIZATIONAL  
CHANGE MANAGEMENT SOW**

## Statement of Technical Approach for Communications and Organizational Change Management

Northrop Grumman will leverage Booz Allen Hamilton’s multidimensional transformation framework to guide the overall transformation of the Commonwealth’s IT Infrastructure. The Northrop Grumman team will assess the multiple dimensions of change – people, process and technology – and deliver concurrent capabilities in an integrated, fast and effective manner:

- *Integrated:* The multiple dimensions of change are integrated throughout the transformation
- *Fast:* Addressing dimensions of change in parallel rather than sequentially to produce faster results
- *Effective:* Concurrent – versus sequential – execution across dimensions to drive for alignment and efficiencies that would otherwise be overlooked

As employees, customers and individual stakeholders experience a multitude of changes across all dimensions, the Northrop Grumman team’s focus on this critical element of the transformation will help meet the expectation of the overall value delivered, through optimum balancing across the Commonwealth’s organizational landscape and agency priorities.

### Detailed Technical Approach for Communications and Organizational Change Management

Change Management is a critical component of any major transformation. The Northrop Grumman team will apply tailored tools and techniques to accelerate change adoption and avoid rejection by VITA employees, customers, and other stakeholders. The scope of the Northrop Grumman team’s approach is defined to include the range of activities necessary to encourage employees, customers, and other key stakeholders to be ready and able to change – in light of the planned timeframes, new technologies, impacted organizations, and redesigned processes.

In order to achieve these objectives, the Northrop Grumman team will focus its approach on:

1. Aligning management so they will lead the change
2. Creating change owners, designers, and other “change champions” who will drive the change
3. Implementing Change Management at the front line and establishing bottom up communications

### Technical Approach Elements

In addition to the unique requirements of each phase of transformation (Start up, Transition, and Post Transition), the Northrop Grumman team’s approach to communication and organizational change management is further refined to focus on the unique and discreet needs of VITA’s employees and customers in the following ways:

- *Employee Transition*—the focus is on the employees (Managed Employees, New Vendor Employees, Retained Employees) whose jobs will change as a result of the technical transformation. Through communications and organizational change management activities tailored to the needs of VITA employees, the Northrop Grumman team will demonstrate respect for transitioning employees and take action to protect their interests. The choices

available to employees and benefits of those choices will be enumerated and conveyed to support decision-making by staff on their careers.

- *Customer Transition*—the Northrop Grumman team’s communications and organizational change management approach will provide tools and processes to facilitate end-user transition in synch with the technical delivery and support ongoing step-function change. By example, with regard to helpdesk, the focus will be on helping VITA’s customers move from a high-touch to low-touch support environment while leveraging the help desk as their first stop for incident management. For desktop refresh and messaging, the focus will be on the user transition associated with the deployment of new desktops and the introduction of new messaging services. To address the changes facing employees and customers, the Northrop Grumman team’s approach incorporates a cyclic process that is closely aligned with each technical and organizational aspect of the transformation.

To effectively address the unique needs of both groups throughout the transition, the Northrop Grumman team will follow the six steps discussed below.

### **Step 1: Assessing Change Requirements**

The purpose of this step is to assess and define the organizational structure and governance of the partnership, as well as begin the analysis, planning, and management required to develop and execute the communications and change management plans. Many of the activities begun during this phase will extend the duration of the transition. They include activities such as:

- Establishing and supporting Communication and Change Management committee activities
- Assessing the organizational decision rights, information flows, motivators, and structures
- Assessing organizational readiness for change through surveys, website monitoring, help desk reports, focus groups and town hall meetings
- Defining change requirements
- Performing portfolio management analysis to determine parallel activities that must be considered to prevent “change fatigue”

Key deliverables include:

- Assessment of human changes across delivery schedule.

### **Step 2: Preparing for Change**

The purpose of this step is to apply the Organizational DNA methodology to develop a tailored transformation framework -- including tools and processes -- to manage change during transition and to manage ongoing step-function change to improve organizational performance. The Northrop Grumman team will establish the roadmap for this transformation as part of this phase through the development and approval of comprehensive communication and change management plans.

The Northrop Grumman team will finalize the draft plan with the communications and change management steering committee. Throughout the transition, the Northrop Grumman team will work with the VITA members of the communications and change management steering committee to align and tune the Northrop Grumman team’s plan to fully reflect VITA’s vision and goals for communications and organizational change management.

The Northrop Grumman team will begin to work closely with VITA to position the Commonwealth as a leader in IT service delivery. Once successfully implemented for VITA's current customers, the IT infrastructure will be leveraged to support non-Executive Branch government, local government and public and private education in the Commonwealth. To achieve this end, the Northrop Grumman team will develop a marketing strategy to support the business development manager in acquiring new customers and in conducting an aggressive advertising, media relations, and public outreach campaign to build VITA service awareness and establish a positive image and propensity to purchase for key stakeholders who are IT decision-makers in their organizations.

Also during this step, the Northrop Grumman team will leverage the tailored process redesign methodology to assist in the design of customer and employee facing processes for the centralized, multi-tier help desk. This activity focuses on the design, testing, deployment, and monitoring of help desk processes. Once established, the help desk will be a critical end-user interface from both technical and organizational change management perspectives. The Northrop Grumman team will design new business processes; define a performance architecture including goals, performance targets and measures; and develop and implement a performance support system for managers as well as an on-boarding process for employees. Specific activities to be conducted as part of the Preparing for Change step include:

- Developing tailored communication and change management plans, to include a stakeholder relationship matrix, and updating such plans to reflect changes in organizational change readiness, change adoption rates and shifting priorities
- Developing a comprehensive marketing strategy
- Designing processes for efficient help desk operations
- Conducting employee "in-reach" activities
- Developing customer outreach activities for new products/services
- Actively establishing and measuring end-user satisfaction and overall stakeholder feedback as part of a comprehensive change readiness/adoption measurement framework
- Identifying and engaging change champions and super users

Key deliverables include:

- Internal VITA Branding
- Initial Communications Products
- Stakeholder Relationship Matrix and Protocols
- End-user Satisfaction Measurement Approach
- Stakeholder Feedback Channels
- Communications Plan for Organization Transition
- Communications Plan for User Transition
- Change Management Plan for Organization Transition
- Change Management Plan for User Transition

- Business Process Design for Help Desk

### **Step 3: Disciplining the Organization**

The purpose of this step is to assess and monitor change adoption and proactively address misaligned activities. This includes implementation of the change readiness and adoption framework to assess employee response to change, identification of areas of potential rejection, and facilitation of rapid resolution of issues as well as monitoring change adoption on the customer side through monitoring agency usage of the help desk, and other listening channels. This step will highlight agencies that may have user adoption issues or a retained “shadow organization” and may require additional communications and organizational change management support.

Specific activities associated with Disciplining the Organization include:

- Providing supervisors with explicit information on why change is required, benefits to the agency and individuals of effectively supporting the change program, and methods to politely say no to misaligned activities
- Monitoring change adoption, through working with supervisory groups, system monitoring and proactively addressing misaligned behaviors from employees and customers

Key deliverables include:

- Performance Measures & Data Collection Methodology for Help Desk
- Help Desk Manager/Supervisor Performance Support
- Problem Resolution Process for Desktop Refresh & Messaging Services

### **Step 4: Changing Behavior**

The focus is on implementing concrete motivators as rewards for behavior that is conducive to change; also includes in-reach and outreach events, pilot programs, where applicable, “super user” and customer support groups, and implementation of redesigned processes.

Specific activities associated with Changing Behavior include:

- Identifying motivators as rewards and penalties) for behavior for employees and customers
- Using pilots to gain support and test for inefficiencies
- Demonstrating of new software and hardware at select locations
- Conducting initial deployment evaluations to identify improvements to the technical process and communications materials so that these improvements may be incorporated in subsequent deployments
- Testing newly designed help desk processes through a pilot process and conducting initial deployment evaluation of messaging/desktop refresh activities.

Key deliverables include:

- Communications Materials for Employee Transition (in-reach)
- Change Champion Kit for Employee Transition
- Communications Materials for Help Desk

- Communications Materials for Desktop Refresh & Messaging Services (out-reach)
- “Super User” Information Kit for Desktop Refresh & Messaging Services.

### **Step 5: Achieving High Performance**

The purpose of this step is to focus on the introduction of an action learning/capability-building program to support the achievement of high performance. The Northrop Grumman team will examine and align the four building blocks of organizational design—structure, decision rights, motivators and information. These building blocks provide a practical framework for designing and monitoring the effectiveness of the new partnership and ultimately establishing and managing a partnership capable of sustained high performance.

Specific activities associated with Achieving High Performance include:

- Capturing lessons learned, and leveraging deployment on an ongoing basis
- Continuing employee in-reach and customer outreach activities throughout the transition period
- Conducting wrap-up events to highlight the successful transition and provide closure to users who have been affected by the change

Key deliverables include:

- Help Desk Pilot Findings Report
- Initial Deployment Evaluation Report for Desktop Refresh & Messaging Services
- Continued employee in-reach and customer outreach materials

### **Step 6: Continuous Improvement**

The Northrop Grumman team’s solution recognizes that transformation will not stop upon completion of the technical transition. Employees will continue to develop in their new roles, customers will continue to find innovative ways to make the best use of the VITA services, and VITA itself will move forward into a new phase of business as business opportunities grow and diversify. As an IT service provider and fee-for-service agency, VITA must continually define its value proposition in the mind of the customer. Given this evolution, the purpose of this final component of the Northrop Grumman team’s approach is to instill a continuous improvement program, which will continue throughout the Post-Transition phase.

Activities associated with this step include:

- Sustaining communication and change management initiatives through the periodic review and updating of the change management and communications plans
- Ongoing assessment of change requirements and diagnosis of barriers
- Continual refresh of communication products to maintain relevance
- Continuous monitoring of change adoption and performance measures to identify additional process improvements

Key deliverables include:

- Action Learning/Continuous Improvement Approach for Help Desk

- User Transition – Assessment of Lessons Learned – Communications Plan Revisions
- Desktop Refresh – Assessment of Lessons Learned Report and Action Plan
- Communications Plan for On-going Operations and Maintenance