Traffic Action Tracking System (TrAcTS) Replacement Project, Organizational Change Management
| Washington State Department of Transportation (WSDOT)

OVERVIEW

Halcyon Northwest *(Halcyon)* led a multi-year, multi-phase organizational change management effort on behalf of WSDOT's Transportation Operations Division (formerly Traffic Operations). This project replaced a 20-year-old data system that tracks statewide small-scale roadway projects, moving from an outdated technology to a modern technology in line with the agency's best practices. The project included four phases:

Phase 1   Launch Minimum Viable Product (MVP) .... October 2020
Phase 2   Add document management systems .... December 2020
Phase 3   Add Work Order feature .... July 2021
Phase 4   Link document management system to ECM system .... January 2022

The project is now operational, with minor features in the backlog being developed on an as-needed basis.

> " **CLIENT COMMENTS**
> - *The feedback that I'm getting is that people are loving it.*
> - *It will serve our needs quite well...it was exactly what we needed.*
> - *The TRACTS project was a very hard task, and you did a great job.*

KEY ELEMENTS

CONTRACT DATES: Apr 2018 – Jan 2022

CONTRACT VALUE: $176,000

OWNER: Washington State Department of Transportation (WSDOT)

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WORK SCOPE

Halcyon provided Organizational Change Management services to ensure the successful adoption of the MVP. We built a project environment based on trust, honesty, and respect among approximately 200 participants from WSDOT's regional, Headquarters (HQ), and Information Technology (IT) groups.

- **Feasibility Study / Business Case**. Halcyon conducted approximately 30 stakeholder interviews and other independent research to develop a feasibility study for the project. This research included primary baseline survey data for the user experience with the application, which averaged out to neutral (neither satisfied nor dissatisfied).

- **User Guidance Team (UGT)**. Halcyon developed a UGT representing all six regions and the HQ office that met weekly throughout the course of the project. HNW worked to identify members who were both experienced with TRACTS and enthusiastic about change, and gave them authority to drive the development of the new application. This autonomy helped ensure change management success. These members also acted as liaisons with users in their regions in order to share developments and build support for the new application.

- **Communication**. Halcyon kept in regular contact with the project sponsor through weekly meetings to discuss project developments. Halcyon and the sponsor also held quarterly one-on-one meetings with the UGT members for each region, to get their unvarnished feedback on the project and the developing application. Halcyon also attended quarterly meetings of the project steering committee to advise them on progress on the application.

- **Testing**. Halcyon developed a Testing Team of users who were not UGT members to test new features before being released to all users. This group represents other interested parties who did not have the enthusiasm, time, or experience to serve on the UGT. This involvement harnessed their interest, brought them into the change management project, and used their analytical skills to identify bugs and change requests early.

- **Training and Coaching**. Halcyon led trainings in September and October 2020 for all users–grouped by region–to announce the new application launch and share the link to the test version; and provide full training on the new application and answer questions. Halcyon provided intensive training for Phases 2 and 4 of the project (Phase 3 training was done by agency staff). Halcyon also recorded a series of videos to train smaller aspects of the application such as the email tool and the search feature.

RESULTS

- **MVP Launch**. The MVP launched successfully in October 2020, one month after the initial plan, delayed due to COVID-19 furloughs. The old application was retired and serves as a repository of past data. The additional phases also had successful launches and are in full-time use.

- **Benchmarking Surveys**. Halcyon waited three months to allow users to become familiar with the new application before re-surveying users. The new surveys showed that the user experience had improved a full point, from neutral (neither satisfied nor dissatisfied) to satisfied. Planned one-year surveys were put on hold because they coincided with a wave of retirements within the agency, and additional workload for remaining staff.

- **Stakeholder Engagement**. Interviews took place in January and February 2021 with UGT members and other key contributors. All respondents felt the project and change management effort had been well-managed, and that the decision-making process was fair and allowed all voices to be heard.