

Forest Practices Application Review System Replacement - Organizational Change Management

| Washington State Department of Natural Resources (DNR), Forest Practices Division

OVERVIEW

Halcyon Northwest is providing Organizational Change Management (OCM) services as DNR replaces the current central forest permit management system with the new fpOnline system.

fpOnline replaces a 17-year-old legacy system with a cloud-based, modern and scalable application for the review and management of Forest Practice Application (FPA) permit requests. fpOnline will allow for electronic submittal of FPAs (the current system accepts only handwritten applications), electronic signatures, and electronic payments.

Halcyon was hired by the State to provide Change Management services, including planning, communications, Change Champion Forums, and regular tracking of stakeholders. This work will ensure successful transition to, and adoption of, the new fpOnline application by stakeholders.



KEY ELEMENTS

CONTRACT DATES: Apr 2023 – Mar 2025

CONTRACT VALUE: Est. \$400,000

OWNER/AGENCY: State of Washington, Department of Natural Resources

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“ Halcyon are the darlings of this project...” | Project Manager, DNR fpOnline

“ Halcyon sensing sessions and surveys have provided great information which has been key to the project starting off smoothly...” | Quality Lead, DNR fpOnline

WORK SCOPE

Halcyon kicked off the project by gathering information from project sponsors and leadership to understand their goals, concerns, priorities and key stakeholders needs. We performed a comprehensive Change Readiness Assessment, ADKAR Assessment, and PCT Analysis, which provided the client with a detailed profile of the the stakeholder groups and their current stage of emotional and practical preparedness for transition to LAMS.

We then developed and delivered a comprehensive change management plan which identified specific strategies and activities tailored to minimize stakeholders' fears and maximize adoption for the stakeholders. The Halcyon team:

- **Performed a Current State and Change Management Gap Assessment.** The Halcyon OCM Team evaluated the current process and determined where gaps existed with the needs expressed by stakeholders in the Engagement Plan and Communications Plan. We compared with DNR OCM current practices and evaluated how to implement change management.
- **Documented Change Implications and Recommended Mitigation Strategies.** We developed a list of changes, implications, and relevant mitigations strategies for each.
- **Developed Approved OCM Plan and Implementation Roadmap.** This included a detailed Gantt chart providing a schedule of the OCM milestones and tasks that needed to be completed and integrated into the fpOnline Project Master Plan.
- **Implemented and Executed the OCM Plan.** Our team provided “white-glove” service in the planning, coordination, and delivery of most of the key activities of the OCM Plan with professionalism and flexibility.
- **Created a Communication Plan.** The plan lays out all communication modes for the project, including content and intended stakeholder audiences.
- **Defined an Evaluation Plan with Quarterly Metrics.** We developed a plan for tracking stakeholder readiness for change and other key metrics.

Metrics are updated through quarterly surveys developed and analyzed by the Halcyon team.

RESULTS

As a result of the baseline OCM plan and strategies, DNR has been able to effectively work through significant issues with mostly positive engagement by stakeholders. Adoption is still on track for all key stakeholders in accordance with quarterly assessments and interviews.

