DAS DEPARTMENT OF ADMINISTRATIVE SERVICES

# STATEWIDE PAYROLL TRANSFORMATION PROJECT

# ENTERPRISE READINESS PLAN

Organizational Change Management, Communications and Training

Version 1.3

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**Version History**

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# Project Overview

The Department of Administrative Services (DAS) will update how state of Oregon employees are paid through the Workday Payroll system. These updates include:

- All employees—represented, unclassified, and managers—will move to a biweekly pay schedule instead of a monthly pay schedule.
- Employees eligible for overtime under federal law, Fair Labor Standards Act (FLSA) Non-Exempt employees, who receive a monthly salary will transition to hourly pay.
- The state will pay employees using a lag period rather than forecasting hours. Employees' pay will be based on actual hours worked in the previous biweekly period, not projected hours.

These changes are intended to be implemented by July 1, 2027, in alignment with DAS' obligations under the settlement and labor agreements.

Changes will have impacts on the payroll lifecycle, from employee recruitment and compensation to time entry and manager approvals to agency payroll oversight and central processing and reporting. The transition applies to all agencies using the Workday Payroll system and will result in a fully tested system delivering accurate and timely pay. Expected overall benefits from the structural changes include improved pay accuracy, transparency, and predictability, alignment with core Workday functionality, and reduced workarounds and manual processes.

# Document Purpose

This enterprise readiness plan supports the Statewide Payroll Transformation Project (Payroll Transition) which will modernize outdated pay practices for the state of Oregon. The enterprise readiness plan includes the organizational change management, communication, and training plans to ensure impacted parties are informed, prepared, and supported throughout the project and transition to modern pay practices.

The following sections are high-level strategies and frameworks that will evolve as the project progresses through the planning stage and engages with key leadership, partner and labor groups for input and feedback. The project anticipates finalizing the readiness plan during the early phases of project execution.

# Document Audience

This document is intended for these primary audiences:

- **Sponsors and project governance entities** – to understand readiness processes, as well as their role in identifying and responding to readiness needs.
- **Project team, including vendor staff** – to understand, at a high level, how organizational change management, communication, and training activities for the project will be planned and executed.
- **Project oversight entities** – to monitor whether appropriate readiness processes are in place and followed.
- **State employees and interested parties** – to provide an understanding of the approach the project will use to support them through change.

# Risks, Assumptions, and Constraints

This section outlines assumptions and constraints for the project related to enterprise readiness. High-level risks are identified in the project charter as part of the project initiation. Risks and issues identified in all other phases of the project will be stored in the project's risk and issue registers, which are regularly managed throughout the project.

### Assumptions

- The project will leverage existing communication channels and tools (e.g., Workday Learning).
- Due to scale of project and requirement for enterprise adoption and usage as a driver for success, the project will use the Prosci ADKAR change management methodology for a systematic, best-practice approach.

### Constraints

- Communications and other employee-facing content may require multiple levels of review, leading to long lead times.

# Roles and Responsibilities

Significant roles and responsibilities involved in enterprise readiness are described below.

## Project Team

| Role | Responsibilities |
|---|---|
| **Executive Committee (Project Sponsors)** | Supports the project within DAS and with external partners.<br><br>Active and visible participation by attending key project meetings and communicating support for the project.<br><br>Builds a coalition of allies by engaging leaders and managers to advocate for the change and ensuring alignment across users of the Workday payroll system.<br><br>Communicates directly with employees by delivering clear, consistent messages about the reasons for change and benefits as well as addressing concerns and answering questions. |
| **Steering Committee** | Provides strategic alignment and guidance for the project.<br><br>Supports the project within their functional areas within DAS and with external partners. |
| **Enterprise Workday System Director** | Provides executive sponsorship, member of Executive Committee, ensures alignment with enterprise Workday strategy, and actively participates in governance and decision-making.<br><br>Communicates project importance to leadership and partners.<br><br>Active and visible participation by attending key project meetings and communicating support for the project.<br><br>Builds a coalition of allies by engaging leaders and managers to advocate for the change and ensuring alignment across users of the Workday payroll system.<br><br>Communicates directly with employees by delivering clear, consistent messages about the reasons for change and benefits as well as addressing concerns and answering questions. |

| | |
|---|---|
| **Project Manager** | Leads day-to-day project planning, execution, and monitoring.<br><br>Coordinates project resources, including coordination with vendor project managers, manages the project schedule, and ensures deliverables are completed on time.<br><br>Facilitates governance processes, risk and issue management, and cross-team coordination.<br><br>Communicates project status and decisions to leadership and partners. |
| **Enterprise Readiness Manager** | Provides readiness resources, ensures accountability for the outcome of readiness activities, and actively participates in governance and decision-making.<br><br>Communicates project importance to leadership and partners. |
| **Enterprise Readiness Lead** | Leads enterprise readiness activities, including organizational change management, communications, and training plans.<br><br>Coordinates partner engagement and ensures readiness deliverables are completed. |
| **Organizational Change Management Lead** | Designs and implements the organizational change management strategy using the Prosci ADKAR model.<br><br>Manages change impact assessments, resistance management, and sponsor and manager support plans.<br><br>Facilitates engagement sessions and feedback loops. |
| **Training Lead** | Designs and oversees the enterprise training program.<br><br>Conducts training needs assessment, develops training content for employees and elevated Workday roles, and ensures delivery through Workday Learning and other channels.<br><br>Coordinates drop-in sessions and feedback surveys. |
| **Communication Lead** | Designs and implements a comprehensive communications strategy and plan.<br><br>Manages communication campaigns and communication channels. |

## Enterprise Roles

| Role | Responsibilities |
|---|---|
| **Agency Heads (Agency Sponsors)** | Provides agency sponsorship, supporting the project within their agency and with their external partners.<br>Provides strategic alignment and guidance for the project within their agency and ensures alignment with project strategy.<br>Ensures accountability for the outcome of readiness activities within their agency.<br>Builds a coalition of allies by engaging leaders and managers to advocate for the change and ensuring alignment across users of the Workday payroll system.<br>Communicates directly with employees by delivering clear, consistent messages about the reasons for change and benefits as well as addressing concerns and answering questions.<br>Ensures appropriate resourcing for readiness roles within their agency. |
| **Readiness Roles** | Supports the project within their functional areas within their agency.<br>Updates readiness resources to align to functional areas within their agency and provides readiness resources to the agency.<br>Engages in readiness activities and communicates project importance to agency leadership and partners. |
| **Direct Supervisors (People Managers)** | Communicates actively and openly with employees.<br>Engages with their agency readiness roles.<br>Supports the change.<br>Identifies and manages resistance.<br>Supports employees through change.<br>Actively coaches staff within their business unit to assist and support them in the adoption of the changes. |

# Readiness Overview

Readiness activities encompass organizational change management using the Prosci ADKAR® model (Awareness, Desire, Knowledge, Ability, Reinforcement), communications, and training, all aimed at preparing the employees in every role to successfully adopt the changes required for a successful transition. Readiness is understood in three dimensions: personal preparedness, transition engagement preparedness, and future-state role preparedness.

- **Personal preparedness** ensures all employees have the resources and support needed to navigate the transition within their personal lives, including strategies for managing the shift from monthly pay to biweekly pay ("bridging the gap").
- **Transition engagement preparedness** focuses on equipping employees to engage in the readiness activities themselves, ensuring they understand what is changing, why it is changing, and how to participate in the transition; this also involves preparing agency heads, readiness roles and people managers to fulfill their designated roles.
- **Future-state role preparedness** ensures employees have the knowledge and capabilities required to perform their responsibilities within the new payroll processes.

The readiness timeline is tightly integrated with the project timeline to ensure activities are phased strategically and aligned with each project milestone. Readiness activities are designed to support and complete each project phase, ensuring the enterprise is prepared for the change.

# Readiness Timeline

DAS will initiate the project during 2025-27 biennium and close the project in the 2027-29 biennium. Structural pay changes must be implemented by July 1, 2027, in alignment with DAS' obligations under the settlement and labor agreements.

## Project Milestones

- 4/10/26 – Plan stage complete
- 5/22/26 – Architect stage complete
- **6/30/26 – Readiness assess and design phase complete**
- 8/21/26 – Configure stage complete
- 11/30/26 – Enterprise ADKAR Awareness milestone reached
- 12/31/26 – Enterprise ADKAR Desire milestone reached

- **12/31/26 – Readiness preparation phase complete**
- 5/28/27 – Test stage complete
- 5/28/27 – Enterprise ADKAR Knowledge milestone reached
- **5/31/27 – Readiness deployment phase complete**
- 7/1/27 – Enterprise ADKAR Ability milestone reached
- 7/1/27 – Go live
- 9/1/27 – Enterprise ADKAR Reinforcement milestone reached
- **9/1/27 – Readiness post-implementation phase complete**

### Readiness Assess and Design Phase (April – June 2026)

- Develop foundational communication channels and materials
- Conduct training needs assessment
- Conduct detailed Prosci Change Impact Assessment for each stakeholder group
- Conduct baseline readiness assessments
    - Prosci Change Triangle (PCT) Assessment
    - Prosci Risk Assessment
    - Prosci Change Success Assessment
    - Prosci ADKAR Assessment
- Design detailed strategies and tools for organizational change management, communications campaigns, and training
- Develop roles and responsibilities and approach for partner readiness roles (change network)

### Readiness Preparation Phase (July – December 2026)

- Develop training
- Launch readiness role network and supports
- Launch personal financial planning and other resources for employees focused on bridging the gap in the pay frequency transition
- Develop and launch tools and channels to collect partner feedback and inputs
- Develop and launch associated communication campaigns
- Conduct readiness assessments to monitor progress
    - Prosci Change Triangle (PCT) Assessment
    - Prosci Risk Assessment
    - Prosci Change Success Assessment
    - Prosci ADKAR Assessment
- Reach enterprise ADKAR Awareness and Desire milestones

### Readiness Deployment Phase (January – June 2027)

- Deliver training
- Implement organizational change management activities
- Develop post go-live support plan
- Develop and launch associated communication campaigns
- Conduct readiness assessments to monitor progress and inform the project go/no-go decision
    - Prosci Change Triangle (PCT) Assessment
    - Prosci Risk Assessment
    - Prosci Change Success Assessment
    - Prosci ADKAR Assessment
- Reach enterprise ADKAR Knowledge milestone

### Readiness Post-Implementation Phase (July – September 2027)

- Deliver post go-live support plan
- Provide support for employees
- Provide ongoing training resources
- Archive project communications
- Conduct lessons learned
- Transition to operations
- Conduct final readiness assessment
    - Prosci ADKAR Assessment
- Reach enterprise ADKAR Ability and Reinforcement milestones

## Stakeholder Analysis

The project will have a significant impact on state employees and agencies using the Workday system. Knowing, understanding, and involving partners appropriately is critical to project success.

This plan uses the stakeholder level of involvement matrix below to determine the right level of involvement for each stakeholder.

| Level of Involvement | Inform | Consult | Involve | Collaborate | Empower |
|---|---|---|---|---|---|
| **Engagement Goal** | To provide stakeholders | To obtain stakeholder | To work directly with | To partner with | To place final decision- |

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|---|---|---|---|---|---|
| | with comprehensive and objective information to assist them in understanding the project. | feedback on project decisions. | stakeholders throughout the project to ensure that stakeholder concerns and aspirations are consistently understood and considered. | stakeholders in each aspect of the decision-making for the project. | making in the hands of the stakeholder. |
| **Engagement Promise** | We will keep you informed. | We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how stakeholder input influenced project decisions. | We will work with you to ensure that your concerns and aspirations are directly reflected in the project decision-making and provide feedback on how stakeholder input influenced the decision. | We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the project's decisions to the maximum extent possible. | We will implement what you decide. |

## Stakeholders

The stakeholder register includes customers, partners, and governance. Key stakeholders are categorized by level of involvement according to the matrix below. Please refer to the Stakeholder Register for a complete list of stakeholders.

| Stakeholders | Concerns | Level of Involvement | Engagement Strategies |
|---|---|---|---|
| State agency employees | Personal financial planning, payroll accuracy, timeliness of pay, change impacts | Collaborate | FAQs, newsletter, listening sessions training, toolkits, advisory committee membership |
| Legislature and the Legislative Fiscal Office (LFO) | Oversight and project funding authority | Inform | Briefings, reports |
| DAS Chief Human Resources Office (CHRO) | Payroll accuracy, timeliness of pay, alignment with labor relations and CHRO statewide policies | Empower | Project sponsor, governance role |
| DAS Chief Financial Office (CFO) | Budget forecasting, financial reporting, integration with state financial system | Empower | Governance role |
| Enterprise Information Services (EIS) | Project success and oversight, system security | Inform | Briefings, reports |
| DAS Oregon State Controller (OSC) | Payroll accuracy, timeliness of pay, data accuracy, fiscal reconciliation, alignment with the Oregon Accounting Manual (OAM), financial reporting, integration with state financial system | Empower | Project sponsor, governance role |
| Agency Payroll Managers and all agency payroll departments | Payroll process changes, payroll accuracy | Collaborate | Listening sessions, focus groups, workshops, advisory |

| | | | |
|---|---|---|---|
| | | | committees, testing and training |
| Agency directors | Agency payroll compliance, employee readiness | Inform | Briefings, reports |
| Budget directors and all agency budget offices | Forecasting and budget alignment | Inform | Briefings, reports |
| Agency Chief Information Officers | System integrations, system security, and data accuracy | Involve | Briefings, reports, workshops |
| Labor unions | Employee readiness, payroll accuracy, timeliness of pay | Collaborate | Listening sessions, advisory committees, bargaining updates |

## Customer Groups

The project will tailor engagement strategies to four main customer groups based on unique needs. The four groups are:

- Fair Labor Standards Act (FLSA) Exempt and Non-Exempt State Employees
- Managers
- Integration Agencies
- Human Resources, Payroll and Time Entry Workday Roles

### Fair Labor Standards Act (FLSA) Exempt and Non-Exempt State Employees

This group includes all state employees who are FLSA non-exempt, exempt and eligible for overtime, and exempt. Change management strategies may be standard for this group, but exempt and non-exempt employee groups may need some differentiated communication and training supports.

### Managers

This group includes all supervisors. While they are included in the employee group, they also need additional support strategies for their manager role in the payroll process, as well as their change management role supporting their employees through the payroll changes.

### Integration Agencies

Integration agencies do not use Workday for time entry or approval purposes. They use an agency time tracking system and submit a data file of approved time worked and leave to the DAS Workday Oregon Division prior to each payroll run. DAS integrates this data into Workday Payroll. While some employees in these agencies will not need time entry training, they will need communication and change management support to adapt to a biweekly pay frequency.

Current integration agencies include:

- Oregon Department of Transportation (ODOT)
- Oregon Department of Aviation
- Oregon Department of Corrections (DOC), security staff only
- Oregon Health Authority (OHA), Oregon State Hospital (OSH) staff only

### Human Resources, Payroll and Time Entry Workday Roles

This group includes Human Resources, Payroll Partners and Timekeepers. While they are included in the employee group, they also need additional support strategies for their role in the payroll process, as well as process changes.

## Change Impact Assessment

The project is using the Prosci change impact model which analyzes ten aspects of change and was applied to the four customer groups. The objective of the Prosci Change Impact Assessment is to evaluate the degree of impact to a person’s job, while informing tailored activities across groups against the impacts.

The ten aspects of a person’s job that can be impacted are:

- Processes
- Systems
- Tools
- Job Roles
- Critical Behaviors
- Location
- Compensation
- Performance Reviews
- Reporting Structure
- Mindsets, Attitudes and Beliefs

For each customer group, each aspect was assigned an impact score if the group will experience change moving from the current state to a future state after the project. Detailed Change Impact Assessments will be conducted to understand the variances of impact across sub-groups.

### Fair Labor Standards Act (FLSA) Exempt and Non-Exempt State Employees

**Change Impact: High**

Agency employees will experience significant change in processes, tools, critical behaviors, mindset, attitudes and beliefs, and compensation.

### Managers

**Change Impact: High**

Managers will experience significant changes in their supervisory role in processes, tools, job roles, critical behaviors, and mindset, attitudes and beliefs.

### Integration Agencies

**Change Impact: Medium**

Integration agencies will experience moderate change in processes, tools, mindset, attitudes and beliefs, and compensation.

### Human Resources, Payroll and Time Entry Workday Roles

**Change Impact: Medium**

Workday payroll and time keeping roles will experience moderate change in processes, tools, critical behaviors, and mindset, attitudes and beliefs.

## Enterprise Readiness Metrics

The success of the project will be determined based on multiple process and outcome-based criteria. The enterprise readiness criteria include:

- Execution of a comprehensive communication plan that achieves awareness among partners and impacted employees regarding the processes and benefits of the structural pay practice changes.
- Delivery of a robust organizational change management and training plan to prepare all employees, payroll partners, and users for adoption.

| Metric | Description | Indicator |
|---|---|---|

| | | |
|---|---|---|
| Organizational Readiness Score | Using the Prosci ADKAR framework, a readiness score of 1-5 gauges an organization's readiness to adopt the change. Organizations will be scored throughout the project prior to key project milestones to monitor progress and determine areas for additional support. | • Score of 1–3 → Barrier to adoption<br>• Score of 4 → On track<br>• Score of 5 → Strong |
| Partner engagement | Monitor engagement across agencies and identify where leadership action or readiness supports are needed. | • Participation in focus groups, listening sessions, town halls, readiness role preparation<br>• User rates of training modules, tools, other resources<br>• Agency sponsor engagement<br>• Resister or enabler index<br>• Engagement level targets |
| Training completion | Track training completions by agency to gauge ability and readiness for go or no go decision. | • Workday training data |
| Feedback, resistance, and response | Track partner feedback to identify resistance, barriers to adoption, or process disruption. Monitor response actions for effectiveness. | • Feedback database and coding<br>• Number of support tickets, complaints and queries post-implementation to gauge level of disruption.<br>• Assess the average time taken to resolve change-related concerns or obstacles raised by partners. |



# Organizational Change Management Plan

Organizational Change Management (OCM) is essential for reducing disruption, increasing employee readiness, and ensuring that they payroll transition is adopted and sustained. By applying structured change management practices, the project strengthens engagement, adoption, and proficiency across impacted groups, ultimately improving the transition experience for employees and agencies. Because a successful payroll transition relies heavily on how effectively employees adopt new processes and tools, OCM is embedded throughout the project and guided by the Prosci ADKAR® model (Awareness, Desire, Knowledge, Ability, Reinforcement).

## Change Management Governance

Effective change governance depends on strong alignment between three critical project roles: leadership and sponsorship, project management, and change management. The Roles and Responsibilities section of the Enterprise Readiness Plan outlines the roles related to these areas for the project.

The Prosci Project Change Triangle (PCT) Model defines leadership and sponsorship, project management, and change management roles as the core drivers of project success—each with a distinct focus, yet interdependent in ensuring the project delivers its intended outcomes. The project team will use the Prosci Project Change Triangle (PCT) Assessment to assess strengths, risks, and gaps across these roles.

## Prosci ADKAR Model

The ADKAR model will be applied to the payroll transition with assessment, communications, and training as key OCM activities throughout the project lifecycle. OCM activities will be designed respectively to the stage of ADKAR. These activities will be delivered to each agency. The agencies will own the activation of these activities.

Application of ADKAR to enable change readiness throughout the enterprise:

| ADKAR Element | Change Readiness by Impacted Individuals or Groups | Change Management Activities |
|---|---|---|
| **Awareness of the need for change** | • Understands why the change is needed and the risk of not changing<br>• Understands what is changing (and what isn't) for their day-to-day work<br>• Can explain the rationale in their own words | • Case for change<br>• Leadership messages<br>• Communication campaigns |
| **Desire to participate and support the change** | • Has decided to support and participate. (Desire is a personal choice leaders can influence, not control)<br>• Can articulate "What's in it for me" (WIIFM) and sees meaningful benefits | • Leadership alignment<br>• Engagement sessions |

| | | |
|---|---|---|
| | • Is willing to engage vs. wait it out | |
| **Knowledge of how to change** | • Knows how to work effectively in the future state (new processes, systems, tools, roles and responsibilities)<br>• Knows where to find training, job aids, and support<br>• Understands timing (when to start, when old ways retire) | • Toolkits<br>• Digital forum and knowledge hub<br>• Training needs analysis<br>• Training programs<br>• Help articles<br>• Documentation<br>• Knowledge base |
| **Ability to implement required skills and behaviors** | • Can demonstrate new skills and behaviors in real work (not just describe them)<br>• Has access the tools, time, and support to perform in the new way<br>• Can troubleshoot common issues and still perform | • Calculators<br>• Comparison tools<br>• Compare testing<br>• Job aids<br>• Coaching<br>• Feedback loops |
| **Reinforcement to sustain the change** | • Receives reinforcement (recognition, feedback, accountability)<br>• Sees the change embedded in routines, metrics, and performance expectations<br>• Gets coaching or correction when adoption slips; progress is celebrated | • Recognition<br>• Performance metrics<br>• Feedback loops<br>• Lessons learned |

## Change Network

The project's change network is comprised of agency heads, readiness roles and people managers. The project will activate a coalition of readiness roles in each customer agency to support change management, training, and communication. Representatives in these roles will include:

- Agency head
- Communications
- Training
- Payroll partner
- HR partner
- Diversity, Equity, Inclusion, and Belonging (DEIB) partner
- Optional roles depending on availability
  - Change management practitioner

- Process improvement practitioner

Specific roles and responsibilities and an approach for these roles will be further developed during the Readiness Assess and Design phase. The change network agents will travel through the ADKAR elements sequentially:

| ADKAR Element | Change Readiness | Sponsor & Readiness Roles Activity Examples | People Manager Activity Examples |
|---|---|---|---|
| **Awareness** | • Understands why change management is needed for this initiative<br>• Understands their specific role and what "good" looks like<br>• Understands the risk if the role isn't fulfilled | • Formally endorse the project<br>• Connect project to enterprise or agency strategy<br>• Host question and answer sessions | • Share project overview with team<br>• Explain why the change is necessary and what happens if we don't change<br>• Use manager toolkits and attend events for managers |
| **Desire** | • Is committed to participate, support change management, and fulfill their role<br>• Sees WIIFM for fulfilling the role (team or organizational value)<br>• Is willing to prioritize time or energy for role activities | • Meet with leaders to address concerns<br>• Reinforce the importance of participation in readiness activities<br>• Recognize and support early adopters | • Discuss benefits for employees (accurate pay, timely pay)<br>• Address concerns and resistance in one-on-one conversations<br>• Encourage participation in readiness activities |
| **Knowledge** | • Knows how to perform the specific key actions or behaviors required to fulfill | • Communication training opportunities for managers and employees | • Complete manager training on new processes in Workday Learning<br>• Ensure team members attend |

| | | | |
|---|---|---|---|
| | the role (the “how”)<br>• Knows what tools, messages, and routines to use to execute the role<br>• Knows where to go for coaching or support when stuck | • Encourage completion of training modules | required training sessions<br>• Provide FAQs and resources to employees |
| **Ability** | • Demonstrates capability to perform the role in real situations (not just training)<br>• Has capacity, access, and support (time, authority, resources)<br>• Applies required skills consistently with their audience | • Monitor adoption metrics and address resistance<br>• Provide resources for troubleshooting during the transition<br>• Remove barriers to adoption and usage | • Practice approving time entries in Workday<br>• Support employees during first biweekly payroll cycle<br>• Troubleshoot issues and escalate when needed |
| **Reinforcement** | • Receives reinforcement to sustain role performance (recognition, feedback, accountability)<br>• Has mechanisms that keep the role “alive” (check-ins, metrics, leader routines)<br>• Experiences consequences that support continuation | • Celebrate milestones<br>• Share success stories and lessons learning<br>• Continue communication and long-term benefits | • Recognize employees who adapt quickly<br>• Share success stories and lessons learned<br>• Continue monitoring compliance and provide feedback |

## Sponsor Plan

Sponsorship effectiveness directly correlates with project success. As active and visible sponsorship is the number one contributor to meeting or exceeding project objectives, having sponsorship visible throughout the enterprise, at the right levels, will be critical in ensuring the project achieves its stated objectives.

The project sponsors for the project are the DAS Director, Oregon State Controller (OSC), Chief Human Resources Officer (CHRO), Workday, Inc. Group Vice President (GVP) for State and Local Government and Education, and the DAS Enterprise Workday System Director.

Agency heads will be asked to serve as the agency sponsor and ensure that their agency is ready to adopt the payroll transition.

### Role

All sponsors – project and agency – contribute to successful change outcomes. The project sponsors are responsible for driving enterprise-wide change. The agency sponsors are responsible for activating the change within their agency. The role of sponsors is outlined below:

- Active and visible participation by attending key project meetings and communicating support for the project.
- Build a coalition of allies by engaging leaders and managers to advocate for the change and ensuring alignment across users of the Workday payroll system.
- Communicate directly with employees by delivering clear, consistent messages about the reasons for change and benefits as well as addressing concerns and answering questions.

### Communication Support for Sponsors

- Key messages
- Sponsor toolkit

## People Manager Plan

People managers—the largest group of change leaders—play a pivotal role in helping employees navigate change. Employees naturally turn to their direct supervisors for clarity, guidance, and practical support, making the way managers communicate about and model the change a major driver of ADKAR outcomes. Their ongoing coaching and daily interactions directly influence employees' readiness, adoption, and sustained use of new processes. Before people managers can effectively lead their teams, they themselves must build awareness of the need for change and desire to support it.

Agency sponsors and readiness roles (change network agents), with support from the project sponsors and the project readiness team, are responsible for activating people managers within each agency.

#### Role

To effectively support teams through the transition, people managers need clarity about the specific responsibilities they hold during change. Below are the five core roles supervisors fulfill to guide employees and maintain momentum throughout the project:

- Communicator – communicate actively and openly
- Liaison – engage with the agency readiness team
- Advocate – support the change
- Resistance manager – identify and manage resistance
- Coach – support employees through change

#### Communication Support for Managers

- Key messages
- Email updates
- Manager toolkits
- Feedback channels

### Resistance Management

Change produces technical side and people side resistance. Technical resistance arises when concerns relate to the design, functionality, or execution of the change itself rather than to individual behavior. It often shows up through partner feedback about system issues, project risks, or legitimate pain points that signal a need to revisit plans or validate root causes. Addressing this type of resistance typically involves refining project activities, increasing partner engagement, or adjusting the solution. The Project Sponsor is primarily responsible for approving and driving the actions needed to resolve technical resistance and ensure the project remains on track.

People-side resistance stems from how individuals perceive the disruption a change may bring and how well they feel prepared, equipped, and supported to adopt it. These reactions often reflect gaps in awareness, desire, knowledge, ability, or reinforcement rather than unwillingness to engage. When viewed through the ADKAR lens, this type of resistance becomes a signal of where readiness needs to be strengthened. The sections that follow outline how to prevent people-side resistance early and how to respond effectively when it does arise.

### Resistance Prevention

Preventing resistance focuses on anticipating barriers early and building readiness through effective change management practices. Proactive prevention is far more successful than reacting after resistance appears, and early concerns can become opportunities for engagement when addressed with clarity and empathy. During the design phase, the ADKAR model will be tailored for each audience—impacted customer groups, people managers, and agency change agents—to guide targeted readiness activities. Core prevention activities include:

- Identifying high-risk groups,
- Maintaining strong feedback loops, and
- Ensuring clear escalation paths when adoption delays arise.

### Resistance Response

Resistance response involves addressing concerns that persist despite preventive efforts, using ADKAR as the primary diagnostic and corrective framework. Any ADKAR element scoring three or below represents a barrier point and must be resolved before progressing; scores can fluctuate over time and require ongoing monitoring. Persistent barrier points indicate that additional or adjusted actions are needed to remove root causes or address unavoidable resistance. This reactive approach focuses on:

- Identifying individuals who are struggling,
- Understanding concerns through empathetic engagement, and
- Reinforcing the change with targeted support such as coaching or additional training.

The table below outlines proven practices for preventing resistance, common root causes of resistance, and corresponding response tactics aligned to each ADKAR element. While not exhaustive, these items were selected for their relevance to the payroll transition and will guide initial planning. During the design phase, this content will be expanded and tailored for each impacted customer group (FLSA Exempt and Non-Exempt State Employees, Managers, Integration Agencies, and Human Resources, Payroll and Time Entry Workday Roles) as well as for project and agency change network roles (project sponsor, agency sponsors, readiness roles, and people managers). This structure ensures every group has focused strategies for building readiness and addressing resistance effectively.

| **ADKAR Element** | **Resistance Prevention Tactics** | **Resistance Response Tactics** | |
|---|---|---|---|
| | **Proven Practices** | **Common Root Causes** | **Barrier Point Tactics** |

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| | *These approaches will be cascaded down the successive levels of the enterprise to prevent resistance and enable adoption and usage.* | *Defines proven practices and activities for building the strength of each ADKAR element.* | *Resolving ADKAR scores of three (neutral) or less that are preventing people from adopting and using a change by identifying and taking adaptive actions to address the root causes.* |
| **Awareness** | • Communicate a compelling case for change<br>• Prepare, equip, and support the project sponsor to lead the change at the enterprise level<br>• Prepare, equip, and support the agency sponsors and agency readiness roles to lead the change within their agency<br>• Deliver effective communication s, training, and toolkits throughout the project<br>• Ongoing measurement of change management activity effectiveness. | • Awareness messages not resonating<br>• Preferred senders (agency sponsors and people managers) not communicating key messages<br>• Misinformation or rumors<br>• Comfort with current state (monthly pay) | • Conduct focus groups or listening sessions to obtain feedback and revise messaging<br>• Educate on the value of preferred senders as communicators, equip agencies with tools to support communications, and reinforce expectations<br>• Call out rumors in communications quickly<br>• Validate and empathize with status quo while challenging need for change and making the future state more appealing |
| **Desire** | • Sponsors and readiness roles | • Change process hasn't sufficiently | • Develop toolkits for people managers |

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| | influence and cascade desire down<br>• People managers advocate for change with their teams<br>• Engage core groups impacted by the change and project and agency change network roles in design<br>• Assess, acknowledge, and empathize with the impacts of the change on people<br>• Anticipate ADKAR barrier points and implement actions to prevent or mitigate resistance | addressed individual job impacts<br>• Leaders are not role modeling desired actions<br>• Change is perceived as offering few, if any, benefits<br>• Change saturation and fatigue | to activate with their teams and escalate learned change impacts<br>• Identify barriers to role fulfillment<br>• Frequent and transparent communication campaigns that addresses the "What's in it for me" (WIIFM)<br>• Guide agencies in [re-] prioritizing or chunking change initiatives for resourcing dedicated toward payroll transition |
| **Knowledge** | • Complete a training needs assessment<br>• Develop training materials and support resources<br>• Confirm participant preparedness for training | • Changes to job roles and interdependencies between roles are not defined in sufficient detail to enable training needs assessment<br>• Insufficient time allocated for | • Escalate to project leadership for decisions and alignment of detail required, analysis execution, and timeline for completion<br>• Gain agency commitment in supporting training |

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| | • Establish forums, lessons learned sharing, and peer- or expert-led support mechanisms<br>• Evaluate the training effectiveness and adapt actions | participation in training activities<br>• Lack of confidence regarding the ability to acquire and retain the required knowledge | activity participation, offer strategies for minimizing conflicts with operational requirements and reinforce agency participation in activities, and offer on-demand knowledge building options<br>• Use timely knowledge checks, celebrate training successes, and customize training approach for equitable accommodations |
| **Ability** | • Establish measures and set targets to assess speed of adoption of the change, ultimate utilization, and proficiency<br>• Ensure tools and resources are available to enable adoption and usage<br>• Provide low-risk opportunities for people to practice and develop required skills | • Insufficient time or support to achieve proficiency<br>• Lack of sufficient, low-risk opportunities to practice and develop required skills<br>• Existing systems, processes, or tools present obstacles preventing adoption and use | • Provide robust supports like job aids, leverage Help Desk and customer support team, and equip managers with tools for coaching<br>• Campaign for participation in compare phase for system testing and offer a calculator for biweekly pay estimation<br>• Share data with relevant parties when feedback points to when a barrier arises; recommend |

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| | • Support training application through performance feedback, coaching, and recognition | | relevant process improvements and share lessons learned |
| **Reinforcement** | • Anticipate need for reinforcement and identify activities in advance<br>• Solicit feedback from partners<br>• Continue to track and adapt to speed of adoption, ultimate utilization, and proficiency measures<br>• Celebrate successes and recognize group and individual contributions<br>• Ensure that organizational policies, systems, and processes are aligned with and reinforce the change | • Change is not being reinforced at the individual level<br>• Individuals are not clear on what is expected of them<br>• Lack of meaningful recognition of progress or achievement in adoption and usage | • Support people managers with reinforcement tools and continue to provide job aids, Help Desk, and updated process documentation<br>• Deliver FAQs to reinforce role responsibility and equip managers with communications for role expectations<br>• Solicit feedback to define meaningful recognition and share feedback with agencies for integration |

# Communications Plan

## Goals

The following communication goals outline how the project will inform, engage and empower employees and partners so they feel prepared, respected and well supported throughout the transition.

- Raise statewide awareness and understanding of the project, including its purpose, benefits and impacts. Help employees feel informed, supported and confident about the upcoming changes, and ensure they have clear opportunities to ask questions and share feedback.
- Strengthen relationships with key partners through proactive, consistent and compassionate communication. Value their perspectives, invite dialogue and reflect an understanding of their diverse experiences.
- Serve as the bridge between the project's change management and training components by aligning messages and coordinating opportunities for employees to understand and prepare for upcoming changes.
- Keep audiences informed, engaged and prepared throughout the project. Use messages that acknowledge concerns, reduce uncertainty and encourage two-way conversation so employees can navigate change with clarity and support.
- Communicate the project's work transparently and responsibly to build trust, reduce resistance and ensure employees feel respected, heard and equipped with clear and reliable information.
- Deliver communications that are accessible, equitable and easy to understand. Honor different roles, locations, abilities and levels of familiarity with payroll processes, and offer multiple ways for employees to share feedback or request clarification.

## Guiding Principles

The following communication guiding principles shape how the project communicates with audiences throughout the transition. The principles outline the values and practices that ensure every message is clear, consistent and grounded in trust. Together, these principles reinforce a communication approach that listens actively, responds with empathy, aligns across the project and makes information accessible to all employees. These principles serve as the foundation for creating meaningful, transparent and supportive engagement during this period of change.

- Two-way communication is essential to the project's success. Communicators create meaningful opportunities for conversation, not just one way messaging. The project team actively listens, seeks feedback, welcomes questions and uses what it learns to shape future communications, so employees feel heard and supported.
- Project communicators are dedicated, knowledgeable and empathetic. The project is committed to helping employees and partners understand the transition, its impacts and the steps they can take to prepare. The team builds trust through transparent and reliable communication that respects employees lived experiences and emotional responses to change.
- Communications serve as the bridge between the project's change management and training components. Communicators align messages, reinforce shared goals and help create coordinated opportunities for employees to understand and prepare for upcoming changes. This consistency reduces confusion across channels.
- The tone of communications is professional, approachable and informative. Communicators aim to be a trusted source of information by providing clear, timely and accurate updates that support employees and invite continued dialogue.
- Communications use language that is clear, concise and free of jargon. Communicators use plain language to make information accessible for all audiences, regardless of their familiarity with payroll topics. When technical terms are required, the team provides simple explanations and encourages people to request clarification whenever needed.
- The visual style is modern, consistent and professional. Design choices support accessibility, readability and ease of navigation. All visuals and materials follow the approved Project Style Guide to create a unified and trustworthy experience across all communication channels.

## Audience

The audience for communications aligns with the four key impacted stakeholder groups (standard employees (FLSA exempt and non-exempt), managers, integration agencies, and Workday payroll and time keeping roles) described in the Stakeholder Analysis.

## Key Messages

Key messages provide a foundation for clear and supportive communication throughout the payroll transition. They help ensure that everyone receives consistent information, understands the purpose behind the project and feels respected and included as changes take place. These messages align the efforts of employees, managers and agency partners so the state can move through the transition with confidence, shared understanding and a sense of collective responsibility and support.

To support transparency and ensure employees can easily find the information they need, the project's key messages will be posted on the project website. The project's key messages will continue to be reviewed and strengthened over time based on employee feedback, partner insights and the questions, concerns and ideas shared throughout the transition.

## Communications Strategy

The project will use a series of communications campaigns to provide clear, coordinated and timely information throughout the payroll transition. Each campaign focuses on a specific stage of the project and helps ensure employees, managers and agency partners receive the support they need at the right time. Campaigns provide predictability, reduce uncertainty and help employees feel informed, included and prepared as the transition progresses.

Every communications campaign will include a defined start and end date, goals and desired outcomes, key messages and talking points, and a set of communication channels and tools selected to reach the intended audiences. This structure helps maintain consistency across the project while allowing each campaign to meet the unique needs of its moment in the transition.

At the end of each campaign, communicators will seek input from employees, managers and partners to understand what worked well and where adjustments may be needed. If a communication channel does not effectively reach its intended audience, the project will shift to a new channel or approach to ensure information remains accessible and equitable. Feedback helps shape the next communication campaign and strengthens the overall communication strategy.

Communication campaigns will align with the key activities listed in the readiness phases.

## Communications Channels

The project will use multiple communication channels to ensure audiences receive accurate, timely and accessible information throughout the payroll transition. Channels are selected for their reach, reliability and ability to support two-way communication.

Each channel plays a distinct role in helping audiences understand what is changing, why it matters and how to prepare.

The project's channels prioritize:

- Accessibility for users
- Clear, plain-language information
- Two-way communication opportunities
- Support for managers and frontline communicators
- Consistency across agencies and audiences
- Predictability in timing and delivery

**1. Project Website**
Purpose: Serve as the single source of truth for all project information.
Use: Key messages, timelines, FAQs, documents, training resources, feedback form.
Strength: Available to all employees at any time; supports transparency and accessibility.

**2. GovDelivery Subscription List**
Purpose: Provide regular emailed project updates that employees can subscribe to for ongoing information about the payroll transition.
Use: Monthly or semimonthly updates, key milestones, upcoming changes, reminders, links to new resources, responses to common questions.
Strength: Opt-in statewide communication that builds continuous awareness and keeps employees engaged over the full duration of the project.

**3. Manager and Employee Toolkits**
Purpose: Equip managers and employees with clear, ready to use resources that support consistent understanding for specific user journeys or goals.
Use: Talking points, sample emails, presentations, scenario-based guidance, timelines, or quick reference tools.
Strength: Reinforces messages through managers while giving employees direct access to the same reliable materials.

**4. Readiness Roles (Change Network) Engagement**
Purpose: Contacts at each agency who can provide unique feedback and perspective for their employees.
Use: Regular check-ins with specific payroll staff, agency heads, communications professionals, or those with elevated Workday roles etc.
Strength: Builds trust, reduces confusion and supports smoother implementation. Provides timely two-way feedback unique to each agency.

**5. Statewide Announcements (GovDelivery via DAS Communications)**
Purpose: Reach all Executive Branch state employees to share major project updates, milestones and campaign launches.

Use: Announcements, required actions, timeline updates, new resources.
Strength: High statewide reach and authority.

**6. Recorded Content and Asynchronous Learning**
Purpose: Ensure employees with varied schedules or limited availability can stay informed.
Use: Short video explainers, recorded walk-throughs of pay impacts and timelines.
Strength: Flexible, repeatable and equitable access to information.

**7. Microsoft Teams**
Purpose: Provide interactive, conversational spaces for employees to ask questions and connect directly with project experts.
Use: Live Q&A sessions, office hours, training previews, drop-in conversations.
Strength: Supports two-way engagement and clarifies complex topics.

**8. Agency Partner Channels**
Purpose: Leverage existing communication channels and cultural norms within each agency.
Use: Agency newsletters, intranet posts, all-hands or all-staff meetings, internal chats, HR updates.
Strength: Helps contextualize messages to specific operational needs.

### Importance of Two-Way Communication

Two-way communication is essential to the payroll transition. Employees need opportunities to ask questions, share concerns and confirm their understanding so the project can know whether messages are being received, not just sent. In the last statewide payroll rollout, consistent feedback channels were limited, making it difficult to identify misunderstandings early. This project takes a different approach by actively seeking feedback, listening carefully and adjusting communications to meet employee needs.

The project also recognizes that statewide messages often cascade in a top-down way, which means feedback does not always return to the project and important information can be lost as messages pass from managers to their teams. To address this, the project will proactively seek input through the readiness roles, work closely with agency partners to understand how messages are landing, and conduct manager cascade checks to ensure communication is reaching employees accurately and consistently.

Two-way communication builds trust and reduces uncertainty by giving employees clear places to ask questions and receive timely answers. Hearing directly from employees helps the project identify misunderstandings early, address misinformation and support readiness during a change that affects everyone’s daily lives.

### Communication Review and Approval

The project implements a formal review and approval process that ensures all project communications are created, reviewed, approved and deployed consistently, accurately and transparently. The process is documented in a memorandum of agreement with the project governance groups. The agreement outlines roles and responsibilities in communications development, review and approval.

**Author**

• Drafts communications content.

• Submits content for review and approval with clear timelines and uses a quality checklist.

**Subject Matter Experts**

• Reviews for clarity, accuracy and alignment with project goals.

• Provides consolidated feedback on time.

**Partners**

• Partners are consulted as needed based on the audience and topic.

• Input is gathered to ensure messaging consistency and alignment.

**DAS Labor Relations Unit**

• Review for labor-related considerations and strategic alignment and share communications with labor organizations as needed.

• Formally recommends incorporation of feedback from labor organizations. Suggests revisions and responds within the requested timelines.

**Approvers**

• The project Executive Steering Committee grants final approval of all communication products.

• Confirms policy alignment and maintains approval records.

**Distributor**

• Publishes deliverables through the appropriate channels.

• Tracks delivery and engagement metrics when needed.

## Training Plan

The project training program aims to ensure:

- All employees understand their pay, the importance of maintaining accurate schedules, are comfortable entering time more frequently, and understand the importance of timely and accurate entries for regular time, overtime, leave without pay (LWOP) and leave.
- Those with elevated Workday roles, such as managers and payroll partners, understand their specific steps to take within and outside of Workday, when to complete their pay-affecting tasks, the best practices tailored to their responsibilities, and how their actions directly impact employee pay. Links to resources for use in completing tasks, facilitating agency training, and supporting their employees will be provided.

The knowledge, understanding, skills, responsibilities, and associated behavior change the training program addresses are essential to ensure accurate and timely payroll processing.

### Training Advisory Group (TAG)

Because this change affects every state of Oregon employee, it is important that the project leverage the expertise and real-world experience of learning and development professionals from the enterprise. This approach allows the project to:

- Gain valuable feedback and agency perspective on training needs from the “boots on the ground” who interact with state of Oregon employees at all levels. Agency trainers have spent years building trust and credibility within their organizations and are uniquely positioned to know how to engage, train, and support the needs of the staff they support.
- Build trust and confidence in the state’s payroll system through TAG member advocacy and identification of allies and other resources to support employees through the change.
- Make use of specialized skill sets in adult learning theory, training needs assessments, training evaluation criteria and methodologies, and development of training programs targeting behavior change on a large scale.

## Training Needs Assessment

The project will conduct a comprehensive training needs assessment from April 2026 through July 2026. This will include identifying required behavior changes and defining training success criteria for each identified group. Equity considerations will include support for mobile employees and those without computers or in locations with limited internet access.

Multiple assessment methodologies will be used based on training audience. The TAG will help inform the best method for each training audience which include employees, managers, payroll, HR, train-the-trainer, integration and non-ORS 240 agencies. They will co-create the assessment plan with the Workday Readiness team.

TAG members and labor advisory committees members will be instrumental in assessment method identification and development by identifying subject matter experts to participate in focus groups specific to their elevated Workday roles. The subject matter experts will help us capture competencies, required tasks, skill gaps, and the information needing to be addressed in training materials.

### Assessment Considerations

There are many considerations in creating an assessment of this size. Some of these include:

- Data collection methods like listening sessions, focus groups, and other methods to be identified by the TAG
- Needed individual behavior change for each training audience
- Obstacles to training and behavior change such as skill, knowledge, environment, and equity concerns
- Training methods and modalities
- Training evaluation criteria and methods

## Delivery Methods

Delivery methods will be informed by the training needs assessment. The project will plan to deliver training through a combination of digital and instructor-led formats. Required training programs will be provided in Workday Learning and assigned to staff based on their security level of Workday access. Additional resources will include help articles, drop-in sessions tailored to specific roles, FAQs, and instructional videos or screen captures.

## Training Content

Based on elevated Workday roles, system access, and responsibility, different groups require different training programs. As the assessment is implemented, we will know more about what training content looks like for each group.

### FLSA) Exempt and Non-Exempt State Employees

This training program will focus on weekly time entry responsibilities, maintaining accurate work schedules, understanding the importance of timely entries, and navigating pay-related information such as how to understand their pay, the difference between pre-tax and post-tax deductions and payment elections, and how to convert their monthly wages to biweekly. Practices for overtime, LWOP, and leave will also be covered. Requirements, timelines, and accountability measures for training completion will be clearly communicated. The training topics and delivery methods will be finalized based on the training needs assessment.

### Managers

This training program covers the role and responsibility of supervisors as it relates to managing and approving employee time in Workday. We will outline the steps necessary to complete this task, where to find resources such as help articles, explain the unintended consequences when approval is not completed timely, discuss how to delegate approval tasks when out of the office, and provide additional tools such as specific reports and best practices. More information on training and support needs will be identified through the training needs assessment.

### Integration Agencies

While staff in these agencies do not need training on Workday time entry or approval processes, they will need information on how their wages, deductions, taxes, and leave accruals will be impacted with the change to a biweekly pay system. The TAG includes members from these agencies and will help identify the level of support their staff need through the training needs assessment.

### Human Resources, Payroll and Time Entry Workday Roles

Human Resources, Payroll Partners and Timekeepers need to understand the processes and related tasks for both employees and supervisors. This training program will address their role as it relates to employee time entry and supervisor time approval. It will outline related tasks for which payroll is responsible, including any payroll related processes that change due to Workday reconfiguration. Additional resources to address any changes such as reports, checklists, and best practices may be included.

Several agencies use the Timekeeper role to support field staff and others who do not use a computer regularly with time entry. While a timekeeper does not have the same level of responsibility and system access as a Payroll Partner, they will need support and information on how the change to biweekly pay affects their Workday task completion timelines. Information specific to changes made in the time entry process and level of support needed will be identified through the training needs assessment.

## Monitoring and Evaluation

A regular cadence for reviewing and updating help articles and other training materials post go-live will also be established by the TAG. The feedback process created by the project will continue to provide agency employees and learning professionals the opportunity to provide regular input and suggestions for continuous improvement.

As system releases occur, employee feedback is received, or new information is shared, the relevant training materials and resources will be reviewed and updated per the pre-identified cadence. This process will include the flexibility to review and incorporate time-sensitive feedback and feedback critical to project success outside of the pre-identified cadence.