



State of Oklahoma

Agency Pulse Assessment Report for Leadership

Oct. 20, 2021



OKLAHOMA

Initial Agency Assessment Overview

This report provides an overview of statewide agency readiness to adopt Workday as of Oct. 1, 2021. It includes key findings from the 6,088 employee responses to the initial BrightPath Agency Pulse Readiness Assessment and next steps to improve employees' awareness and ability to ultimately adopt Workday.

Purpose of the initial Agency Assessment



- Gauge the effectiveness of initial organizational change management (OCM) efforts to prepare the State of Oklahoma workforce to adopt Workday.
- Establish audience-specific baselines to measure improvements in readiness over time.
- Provide data to BrightPath leadership that can be used to lend additional support to agency leaders as they prepare for the Workday implementation.

Key observations from the initial Agency Assessment



- Employee sentiment about the upcoming Workday implementation is **overall neutral trending positive** which is to be expected based on OCM activities conducted to-date and the current BrightPath project stage.
- Employees **understand the benefits** of a new HCM system but **do not feel prepared to adopt Workday.**
- Employees who are unfamiliar or vaguely aware of the BrightPath project **asked for a specific project timeline and training information.**

Quantitative Responses At-a-Glance

What we accomplished



6,088 responses

- ✓ 17% response rate.*
- ✓ 77% of agencies participated.
- ✓ 2,067 qualitative responses.

*Based on employee population of 34,942.

Employee perception



47% of respondents are aware of the BrightPath project and its purpose.

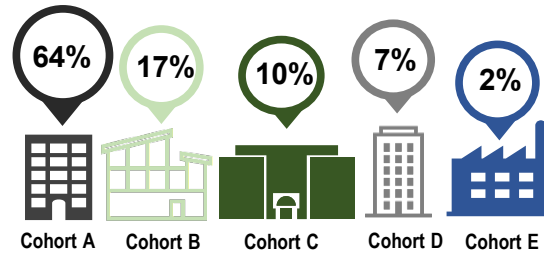
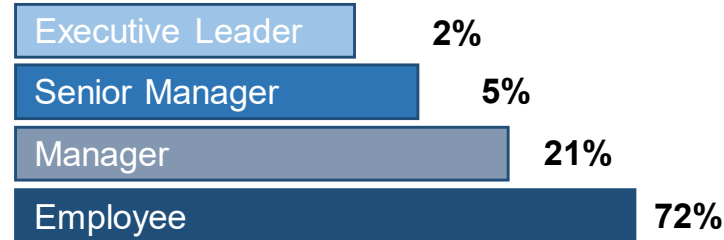


48% of respondents feel leadership is supportive of implementing BrightPath.



60% of respondents understand there will be new policies and processes as a result of adopting Workday.

Participation

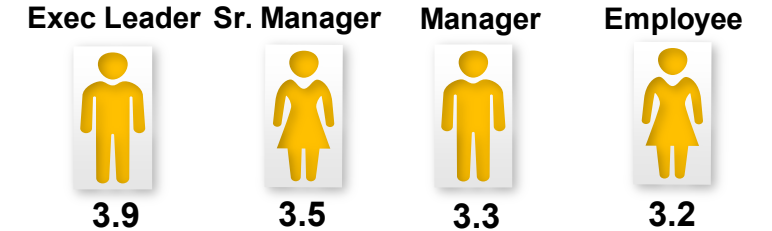


56% of respondents feel their colleagues are ready for the upcoming changes.



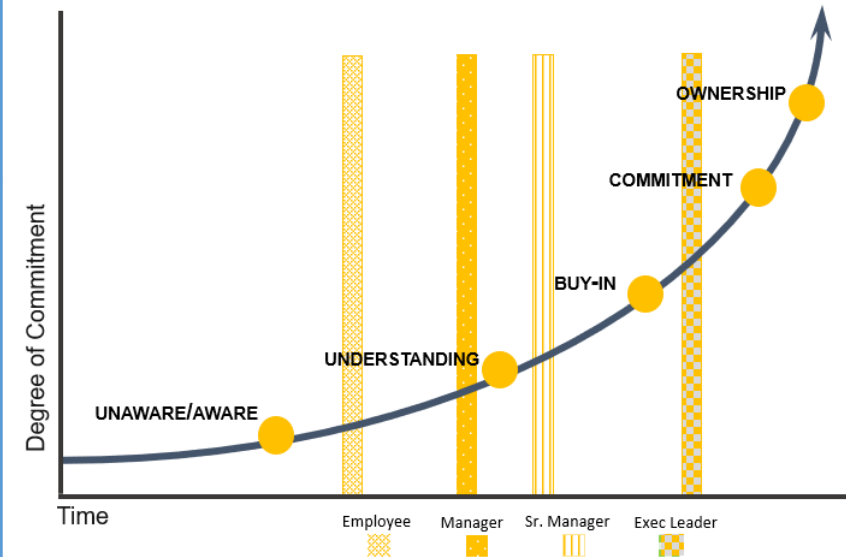
29% of respondents know where to find project resources and how to find answers to their questions.

Readiness by role



Scoring is 1 to 5 and based upon the average scores for each role. All roles will continue to be monitored prior to go-live

Employee engagement



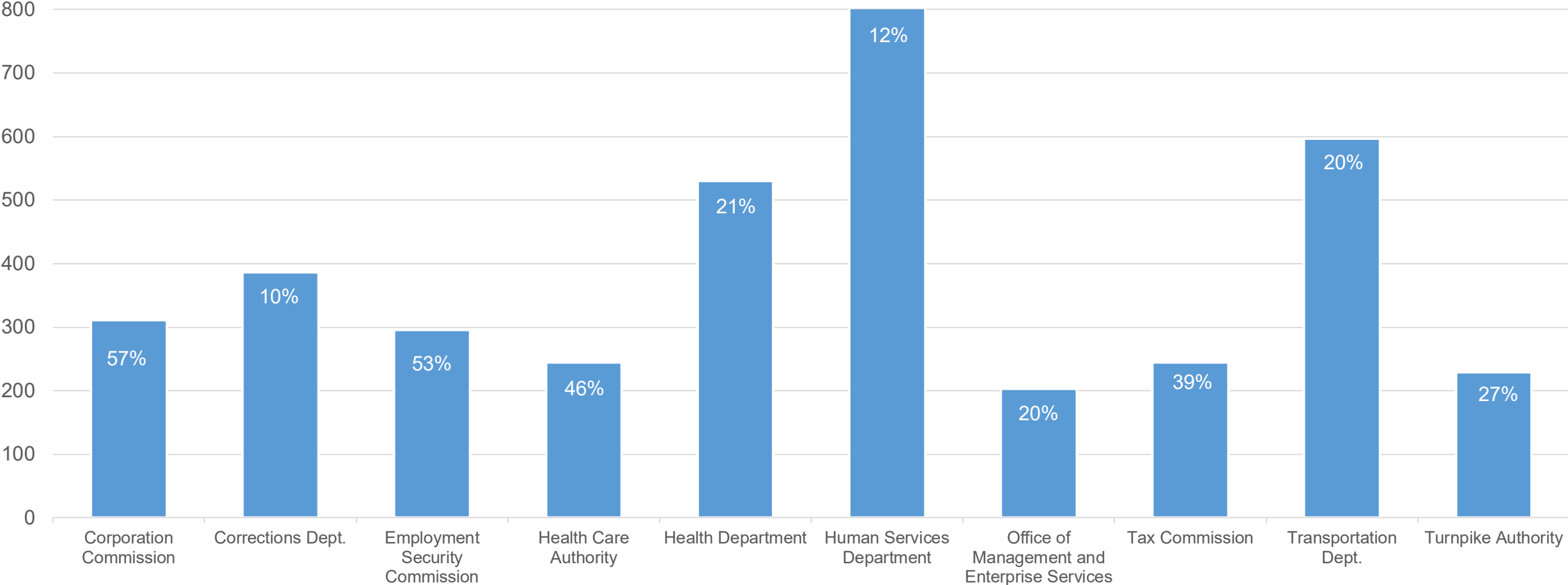


Assessment Participation

Agency & Cohort Populations

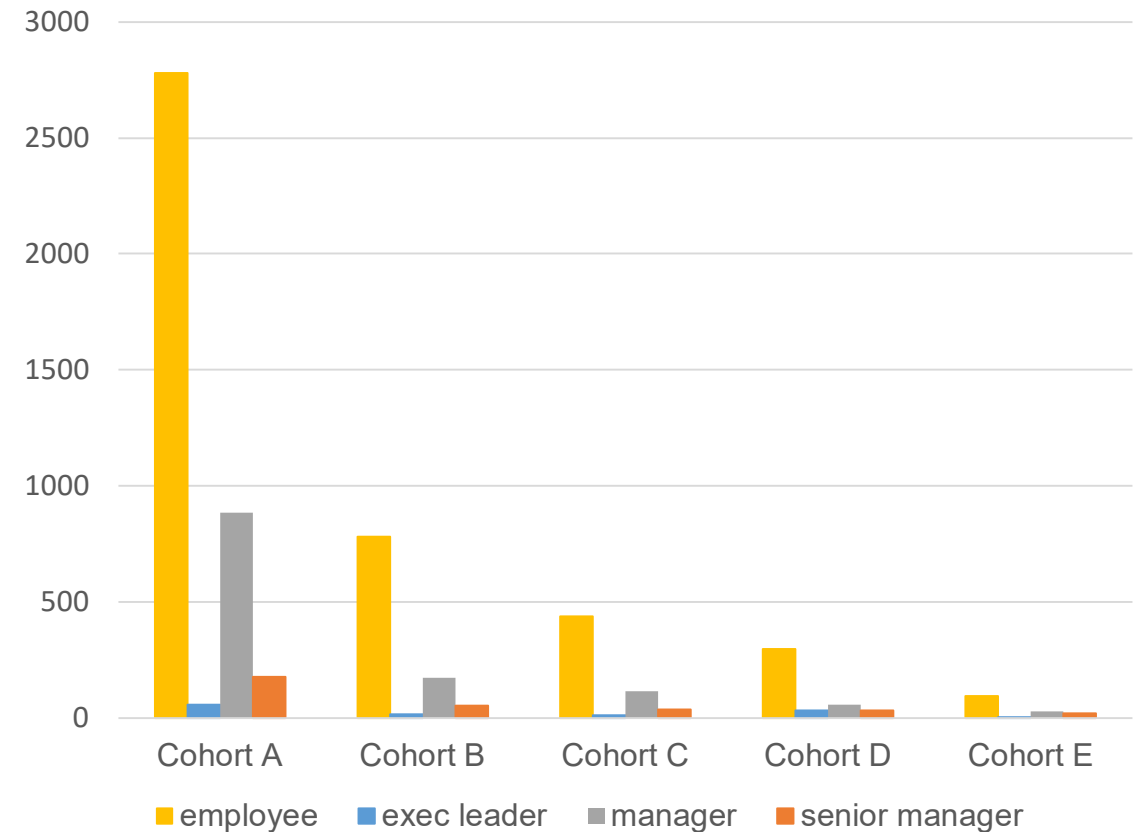
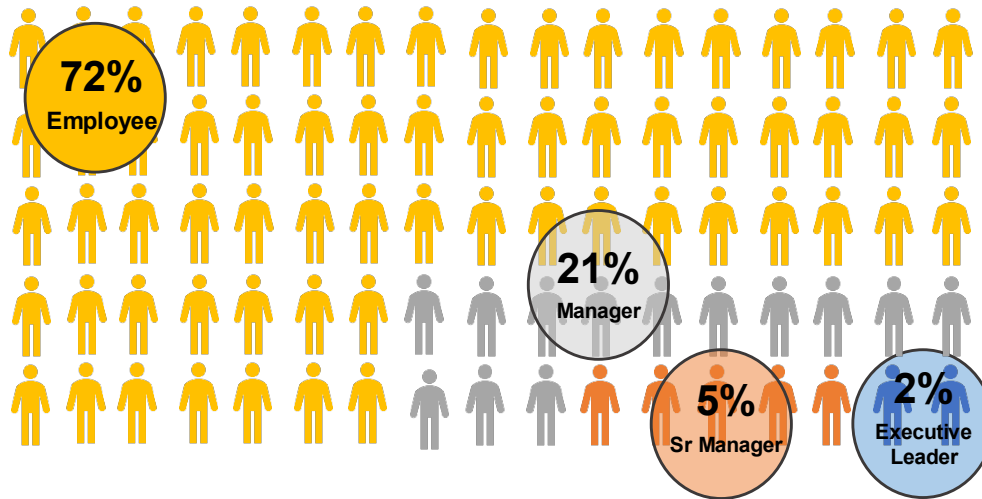
Agency Participation

Change agents shared the assessment with 115 agencies; 89 agencies, or 77%, responded to the assessment. The 10 most responsive agencies, based on the total number of assessments for each agency, are included below. The percentage of employees from each agency that responded to the assessment is included.



Response by Role & Cohort

The majority of the 6,088 responses are from those with the employee role. The level of response from the remaining roles is reflected in the following order: managers, senior managers and executive leaders.



Cohorts A & B

Cohort A agencies are defined by agency size or existing/known complexities that could drive core requirements of the overall design of Workday. Cohort B agencies are defined as medium to large agency size, include mostly in-house functions, have large groups of seasonal workers, and have mass hiring.

Cohort A

- Corrections Dept.
- Environmental Quality Dept.
- Health Care Authority
- Health Department
- Human Services Department
- Juvenile Affairs Office
- Mental Health and Substance Abuse Services
- Military Department
- Office of Management and Enterprise Services
- Public Safety
- Rehabilitation Services Department
- Tax Commission
- Tourism and Recreation
- Transportation Dept.
- Wildlife Conservation Dept.

Cohort B

- Agriculture Food and Forestry
- Bureau of Investigation
- Bureau of Narcotics
- Career and Technology Education
- Commerce Dept.
- Corporation Commission
- Educational Quality and Accountability Office
- Educational Television Authority
- Employment Security Commission
- Health Department
- Historical Society
- Indigent Defense System
- Labor Dept.
- Public Employees Retirement System
- Veterans Affairs

Cohorts C & D

Cohort C agencies are defined by agencies operating 24/7, field operations, limited access to technology today and WD ID/HCM FTE only. Cohort D agencies are defined by agencies with less than 50 employees, and small agencies utilizing Shared Services and includes office workers.

Cohort C

- Chief Medical Examiner Office
- Conservation Commission
- Emergency Management Dept.
- JD McCarty Center
- Turnpike Authority
- Veterans Affairs
- Water Resources Board

Cohort D

- Abstractors Board
- Accountancy Board
- Aeronautics Commission
- Alcoholic Bev. Laws Enforce
- Architects Board
- Arts Council
- Banking Dept.
- Behavioral Health License
- Board of Tests for Alcohol and Drug
- Boll Weevil Eradication
- Center for the Advancement of Science/Technology
- Chiropractic Examiners Board
- Commission Children & Youth
- Commissioners of Land Office
- Construction Industries Board
- Consumer Credit Commission
- Council on Judicial Complaints
- Council on Law Enforcement
- Dentistry Board
- Disability Concerns
- Education Department
- Election Board
- Engineer and Land Surveyors
- Examiners of Long-Term Care
- Horseracing Commission
- House of Representatives
- Law Enforcement Retirement System
- License Social Workers Board
- Lieutenant Governor's Office
- Lottery Commission
- Medical Licensure and Supervision
- Mines Department
- Motor Vehicle Commission
- Multiple Injury Trust Fund
- Native American Cultural and Educational Authority
- Nursing Board
- Optometry Examiners Board
- Pardon and Parole Board
- Pharmacy Board
- Physician Manpower Training
- Police Pension and Retirement
- Psychologist Examiners Board
- School of Science and Math
- Securities Department
- Speech Language Pathology Audiology
- Statewide Virtual Charter School Board
- Teachers Retirement System
- Tobacco Settlement Endowment Trust
- Veterinary Medical Board
- Workers Comp Comm. Existing Claims

Cohort E

Cohort E agencies are defined by agencies with elected officials, the Office of the Governor and Legislature.

Cohort E

- Attorney General
- Auditor and Inspector
- District Attorney's Council
- Governor
- House of Representatives
- Insurance Department
- Secretary of State
- State Senate
- Treasurer

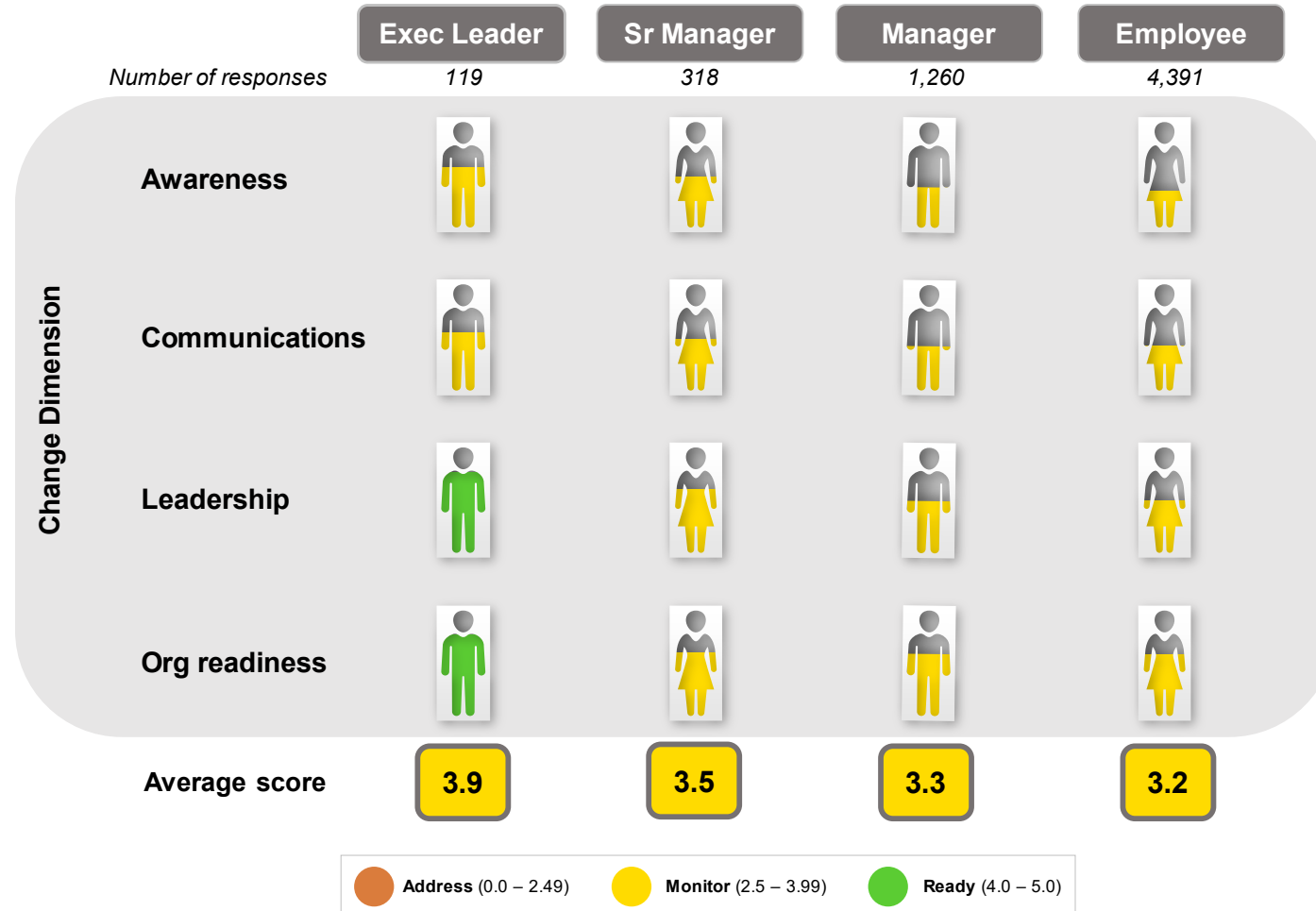


Employee Readiness

Role and Cohort

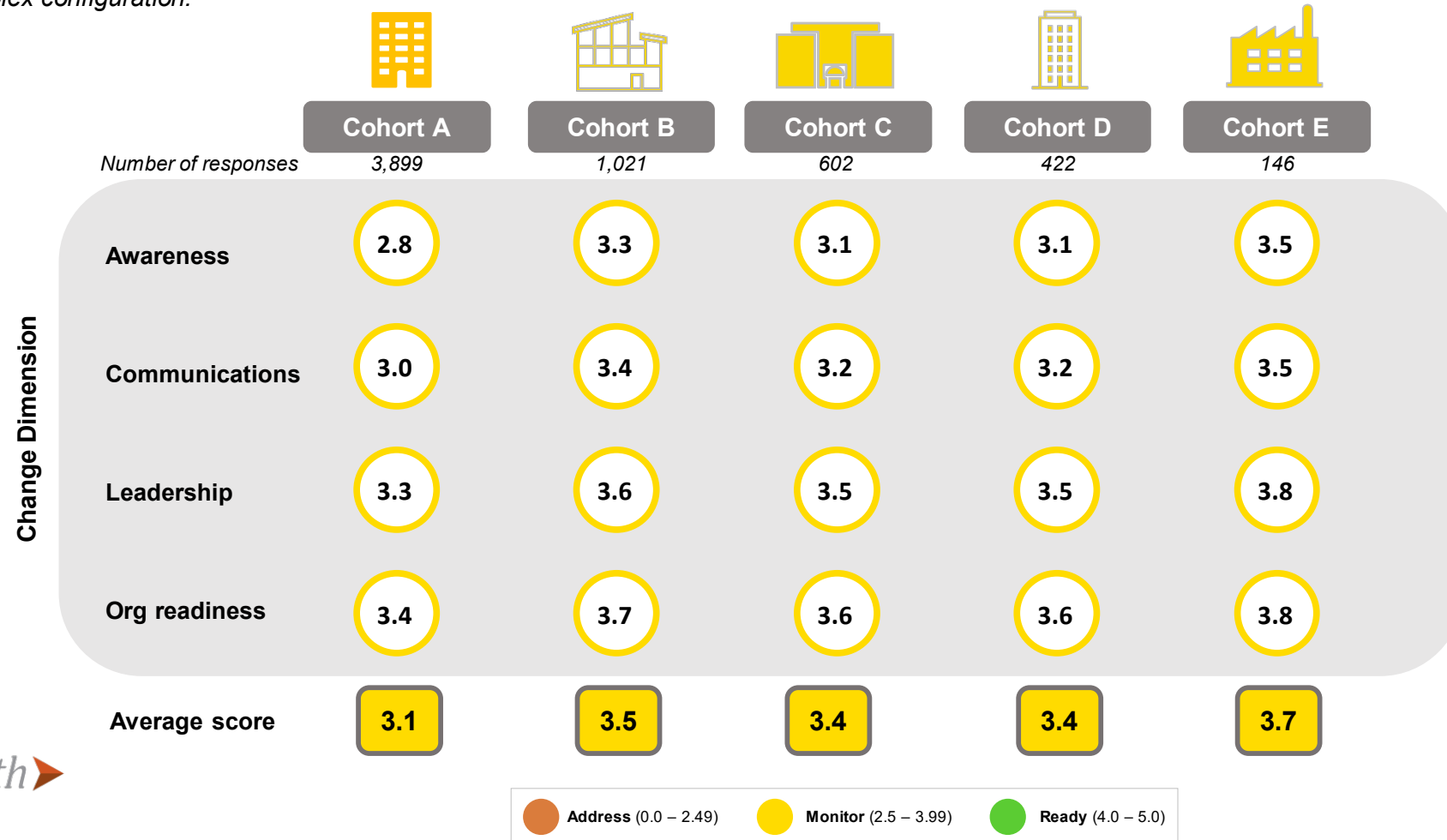
Employee Readiness: By Role

Overall employee readiness for the Workday implementation is neutral trending positive. Executive leaders are the most prepared to adopt the new system.



Employee Readiness: By Cohort

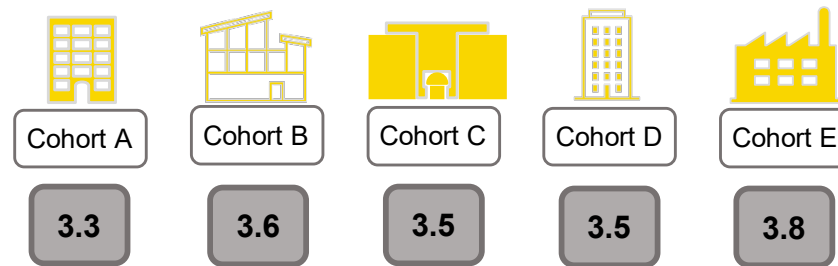
Agency cohorts are similar in employee readiness across the change dimensions with some nuances across the agencies with a larger employee base and more complex configuration.



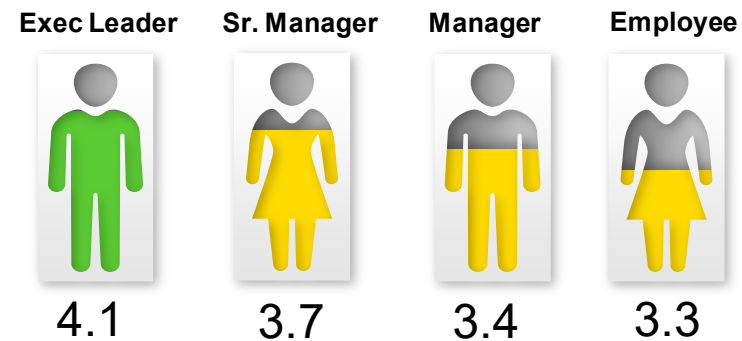
Change Dimension: Leadership

Readiness Response Score Tracking		
Theme	Score	What this score means
Q5: Leader transparency	3.0	Leaders feel they are transparent and while employees trust leadership, they are unsure about BrightPath details and how they will be impacted.
Q6: Leadership supports project	3.7	While executive leaders feel confident in their investment in the BrightPath project, employees and managers are unsure.

Readiness score by cohort



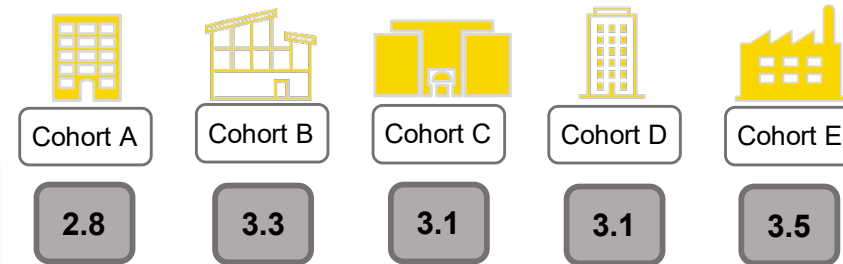
Readiness score by role



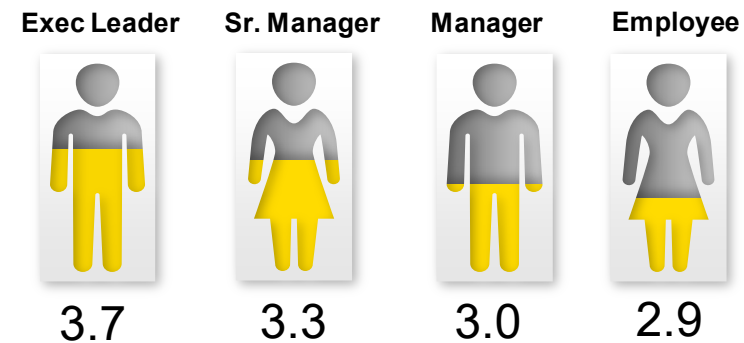
Change Dimension: Awareness

Readiness Response Score Tracking		
Theme	Score	What this score means
Q3: Project awareness	3.2	Employees lack a strong understanding of the BrightPath project, its purpose and timing.
Q4: Understand how project supports statewide goals	3.1	Employees have a moderate level of understanding about upcoming changes and whether a new HCM system will bring job efficiencies.
Q9: Know where to locate resources	2.7	Employees are uncertain about knowing where to find BrightPath information or how to find answers to questions for the upcoming changes and timing of implementation.
Q14: Understand Change Agent Network purpose	2.8	Individuals are not familiar with, nor do they understand, the purpose of the Change Agent Network.

Readiness score by cohort



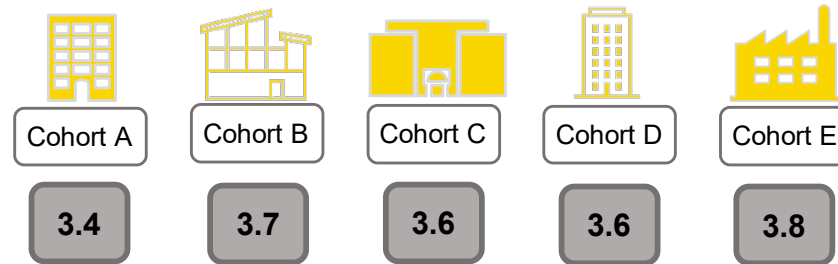
Readiness score by role



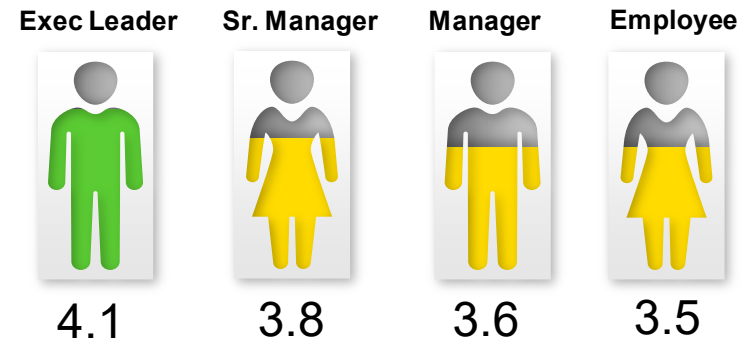
Change Dimension: Org Readiness

Readiness Response Score Tracking		
Theme	Score	What this score means
Q7: Agency readiness & successful adoption processes	3.8	Employees have a sense of confidence in their agency colleagues' ability to manage the upcoming changes.
Q8: Understand there will be new polices and processes	3.8	Employees are confident in their ability to manage upcoming changes but are uncertain on whether training will be adequate and delivered in a timely manner.
Q15: Supportive of implementation	3.5	While awareness of BrightPath is low, employees are overall supportive of implementing Workday.
Q16: Feel a personal investment in project	3.1	Individuals, especially at the Employee level, do not have strong investment in the success of BrightPath.

Readiness score by cohort



Readiness score by role

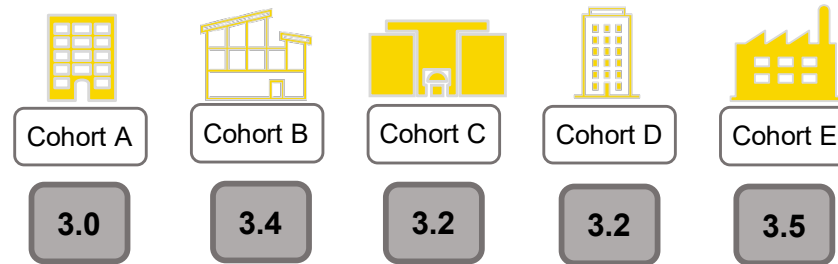


● Address (0.0 – 2.49)
 ● Monitor (2.5 – 3.99)
 ● Ready (4.0 – 5.0)

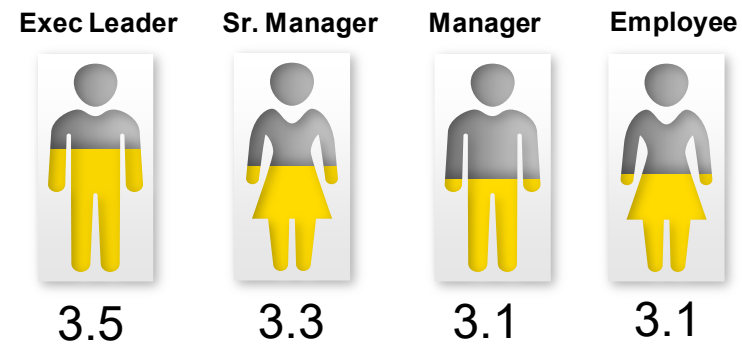
Change Dimension: Communications

Readiness Response Score Tracking		
Theme	Score	What this score means
Q10: BrightPath comms are helpful	3.0	Leadership feels BrightPath communications are effective, but employees and managers are unsure.
Q13: Effective feedback mechanisms	3.2	Employees are neutral about having access to channels or the ability to provide feedback for the BrightPath project.

Readiness score by cohort



Readiness score by role





Assessment Analysis

Change Dimensions

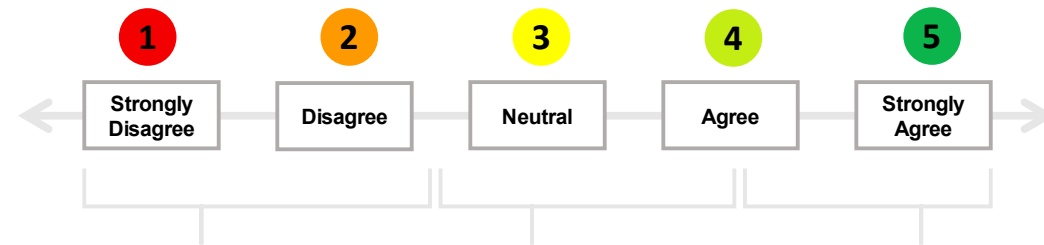
Survey Measurement Approach

Agency Assessment Response Options

Respondents responded to each question on a scale of 'Strongly Disagree' to 'Strongly Agree.'

Change Readiness Category

Results have been averaged by dimension and assessed on the adjacent scale for analysis. This scale will be used for all future assessments to monitor progress by the various demographic groups.



Address
Score: 0.0 – 2.49

Highlights groups that will require specific attention because they were either **neutral, strongly disagreed, or disagreed** to statements in the assessment. These groups could pose risk to successful implementation if not addressed in the near future.

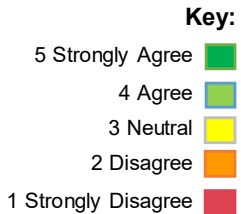
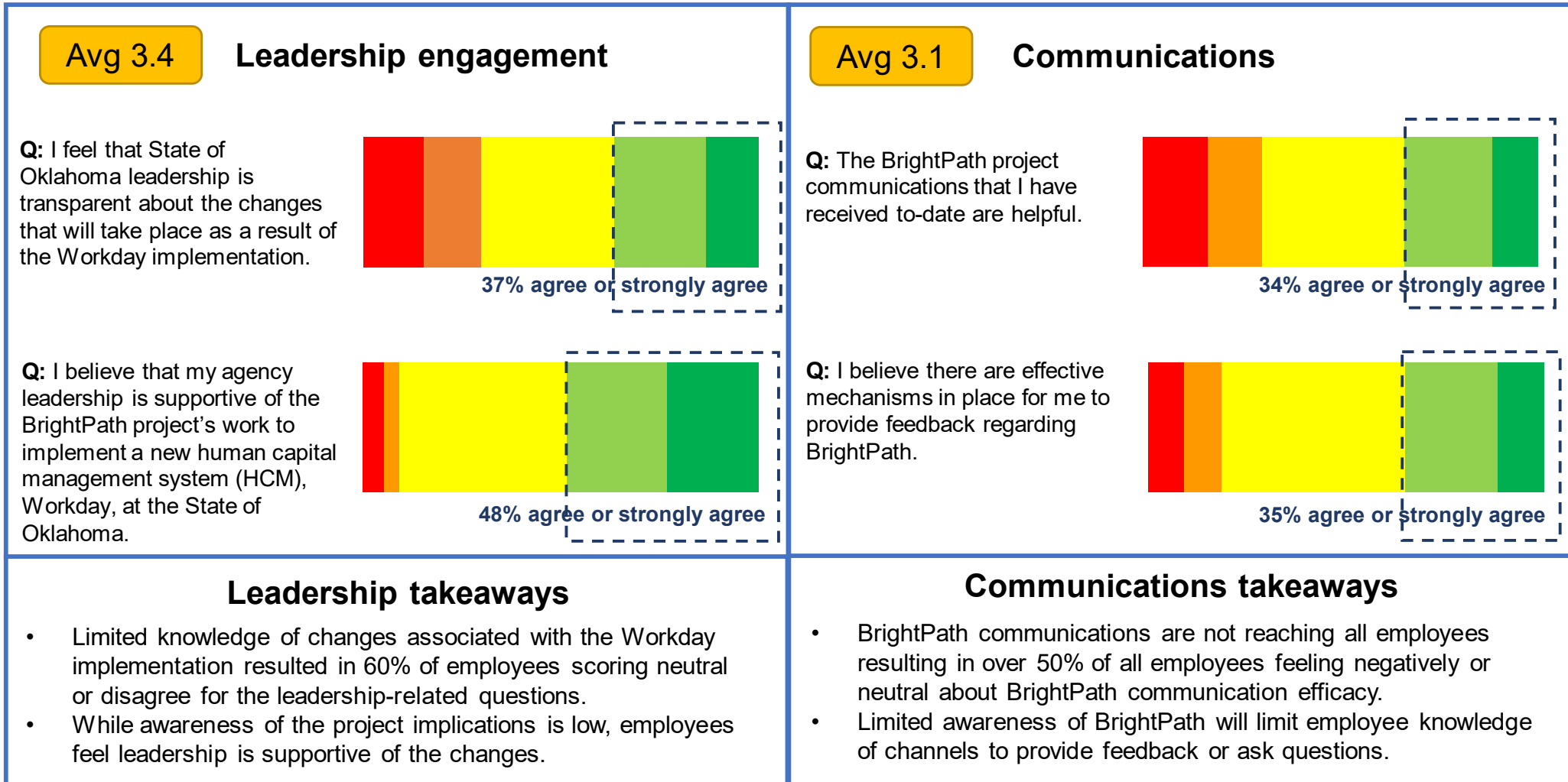
Monitor
Score: 2.5 – 3.99

Groups that will have to be closely watched because they either **disagreed or were neutral** to statements in the assessment. These groups could pose a risk to successful implementation if perceptions don't continue to trend in a positive direction.

Ready
Score: 4.0 – 5.0

Identifies groups who either **agreed or strongly agreed** with statements in the assessment. These groups are open to the change and need continuation of current activities to maintain positive perceptions. These groups pose a low risk to successful implementation.

Change Dimension Analysis

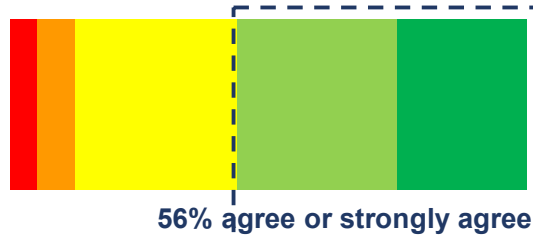


Change Dimension Analysis

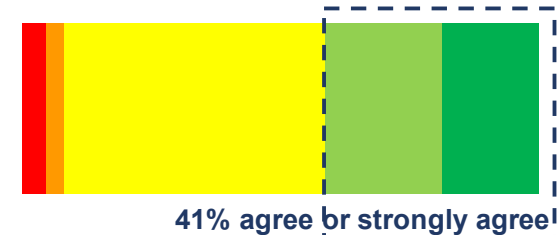
Avg 3.5

Organization readiness

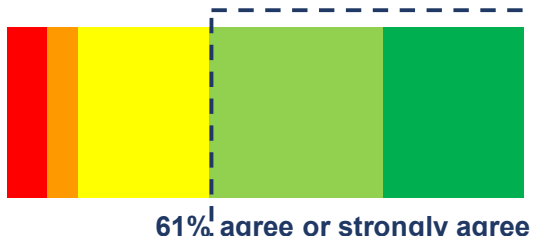
Q: Overall, I feel confident that my agency colleagues can successfully adopt the changes associated with the Workday implementation.



Q: I support the Workday implementation at the State of Oklahoma.



Q: I understand there will be new policies, processes and a new HCM system (Workday) as a result of the BrightPath project..



Q: I feel personally invested in the success of the Workday implementation at the State of Oklahoma.



Key:

- 5 Strongly Agree
- 4 Somewhat Agree
- 3 Neutral
- 2 Somewhat Disagree
- 1 Strongly Disagree

Organization readiness takeaways

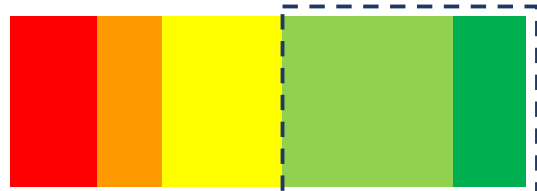
- Overall employee readiness is neutral trending positive with an average score of 3.5 for state employees being open and ready for the changes associated with the implementation of Workday.
- Despite limited awareness of the project, the majority of Oklahoma employees are confident their agency colleagues will successfully adopt the changes associated with Workday and understand the implications of implementing a new HCM system.
- Over 50% of all Oklahoma employees remain neutral about a personal investment for and supporting the Workday implementation.

Change Dimension Analysis

Avg 3.0

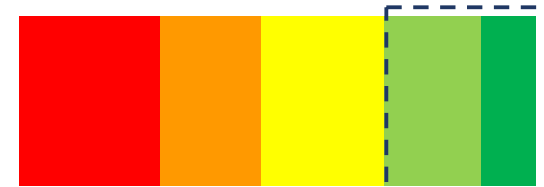
Awareness

Q: I am aware of the BrightPath project.



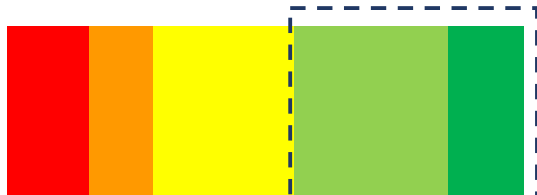
47% agree or strongly agree

Q: I know where to locate BrightPath resources and how to find answers to my questions.



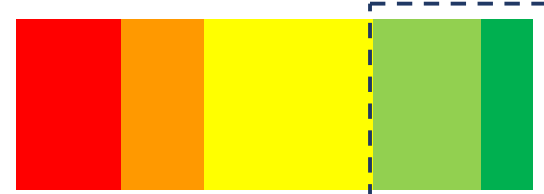
29% agree or strongly agree

Q: I understand how implementing Workday fits into the broader goal at the State of Oklahoma to improve its HR systems and processes for its state employee workforce.



44% agree or strongly agree

Q: I understand the purpose of the Change Agent Network (CAN).



31% agree or strongly agree

Key:

- 5 Strongly Agree
- 4 Somewhat Agree
- 3 Neutral
- 2 Somewhat Disagree
- 1 Strongly Disagree

Awareness takeaways

- BrightPath communications to date focused on driving awareness and the associated changes versus focusing on BrightPath resources and material. As such, employee awareness is stronger about BrightPath versus knowledge of where to locate BrightPath resources.
- The CAN is the primary driver of all BrightPath communications but more than 60% of employees are not familiar with the CAN.
- While employees expressed concern of limited to no awareness of BrightPath, they want to learn more about the project and understand there will be changes.

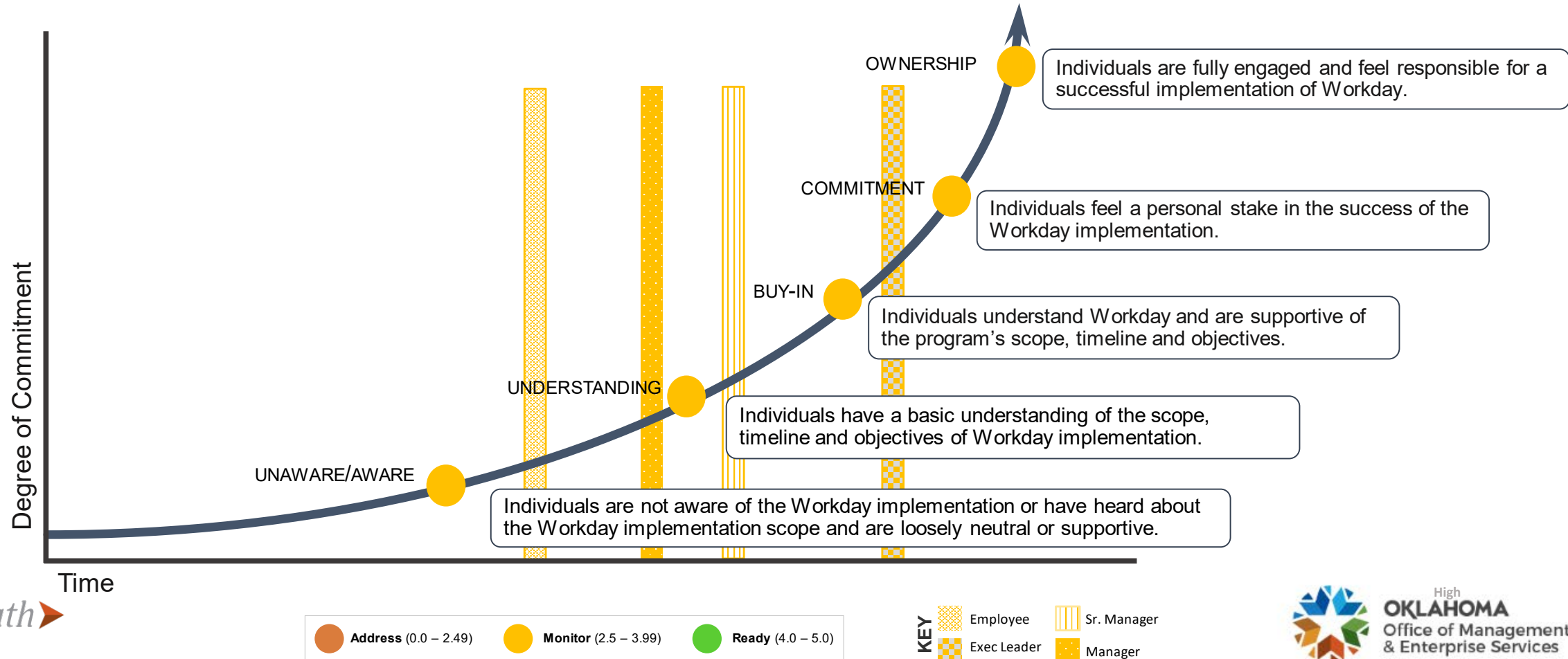


Engagement Curve

Engagement Curve

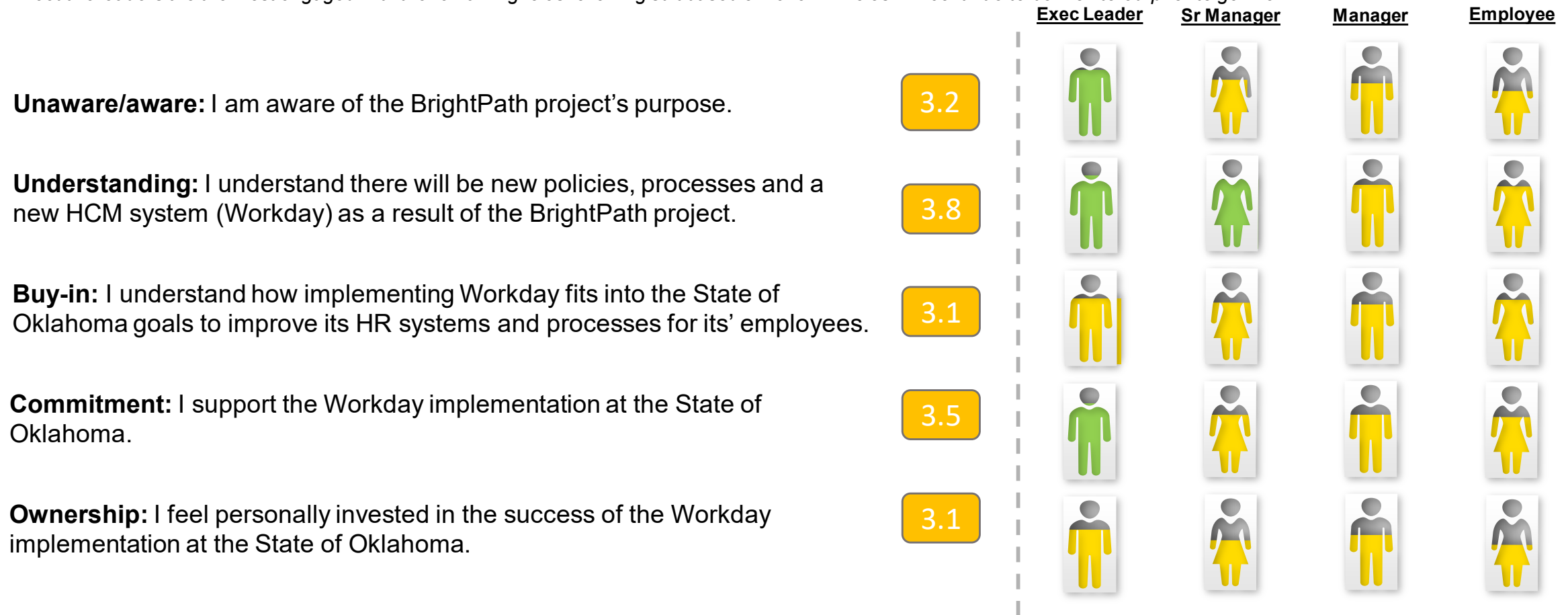
Engagement Curve

The purpose of the engagement curve is to track individual stakeholder group progress along the engagement curve over the course of the BrightPath project.



Engagement Curve: Readiness by Role

Executive leaders are the most engaged with the remaining roles following suit based on level. All roles will continue to be monitored prior to go live.



Engagement Curve by Cohort

Similar to employee readiness, all cohorts are appropriately located along the engagement curve in comparison to the current project stage.



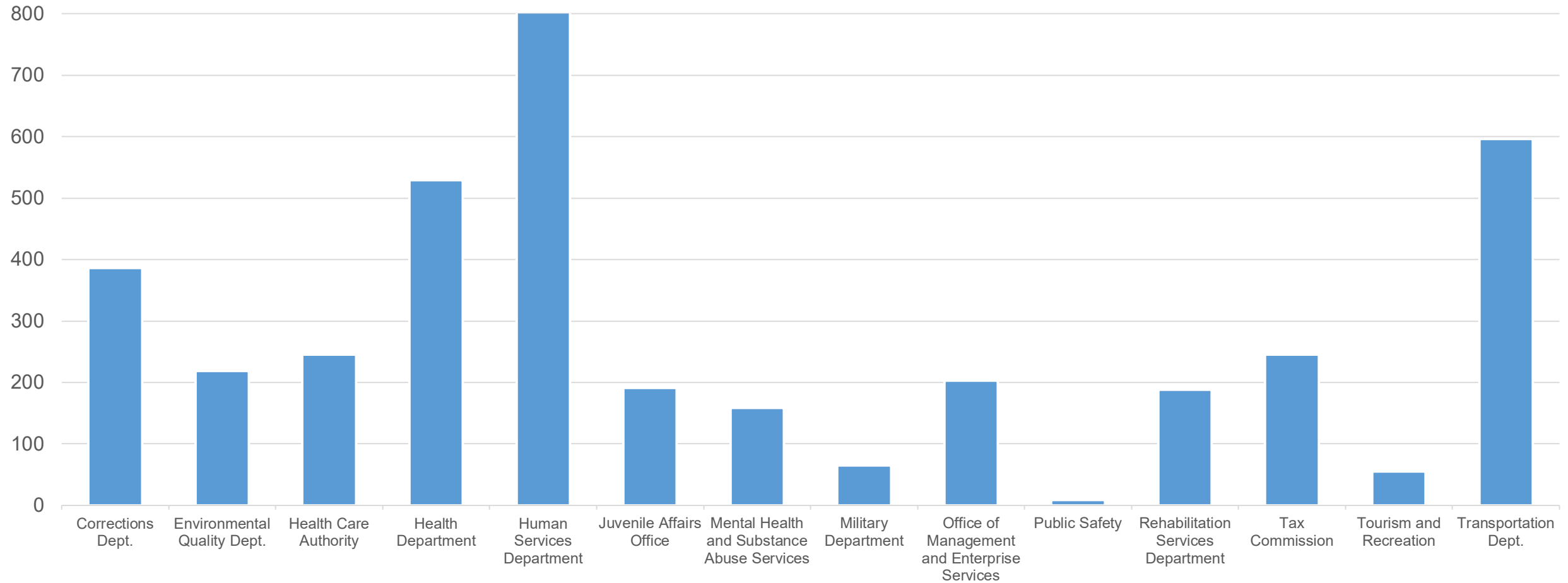
● Address (0.0 – 2.49)
 ● Monitor (2.5 – 3.99)
 ● Ready (4.0 – 5.0)



Appendix

Cohort A Participation

Cohort A agencies are defined by agency size or existing/known complexities that could drive core requirements of the overall Workday configuration.

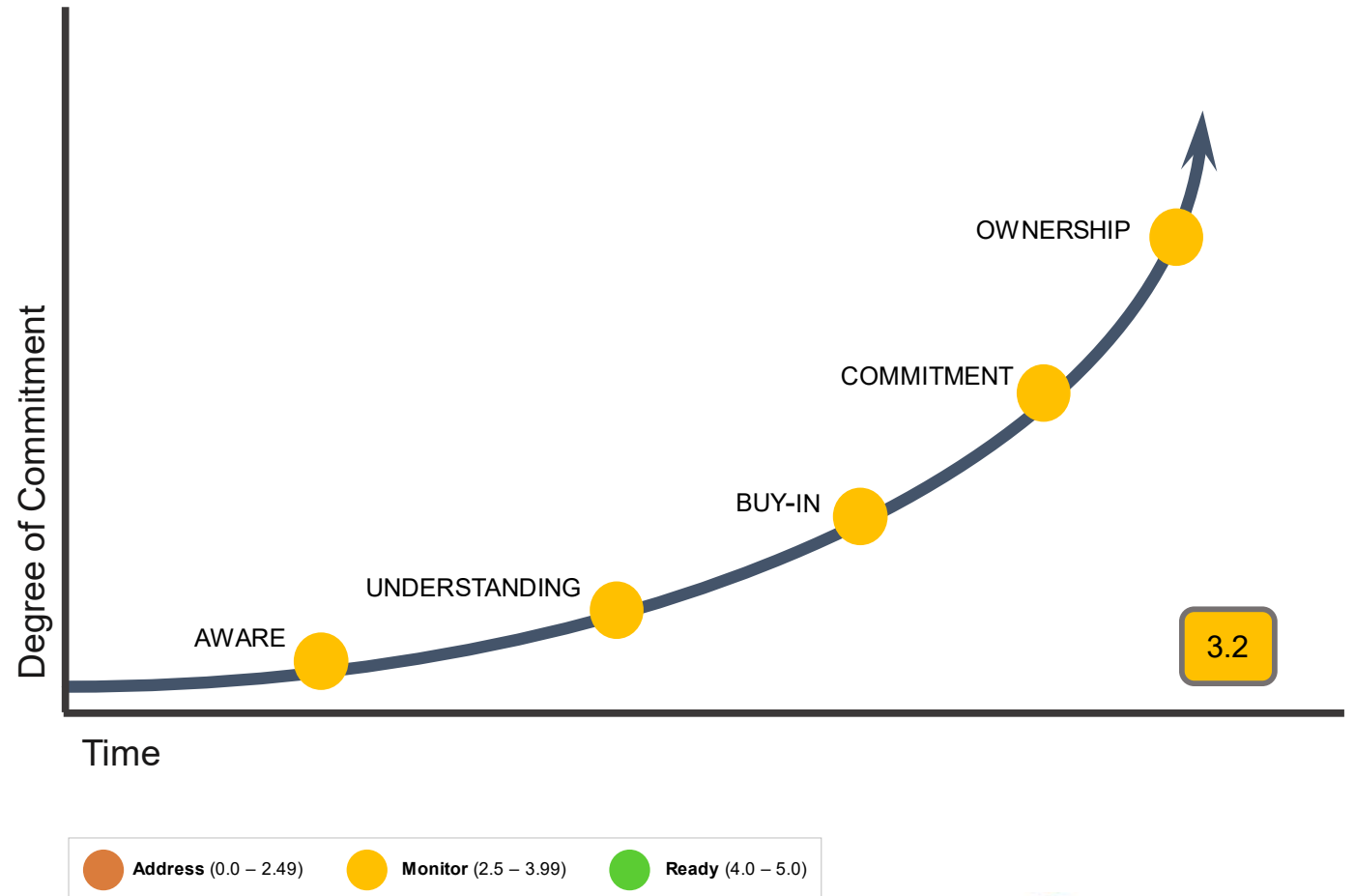


Engagement for Cohort A

Cohort A agencies are defined by agency size or existing/known complexities that could drive core requirements of the overall design of Workday. Specifically: OMES/State Central HCM & Core Project Team and medium to large agencies classified as Key or Core.

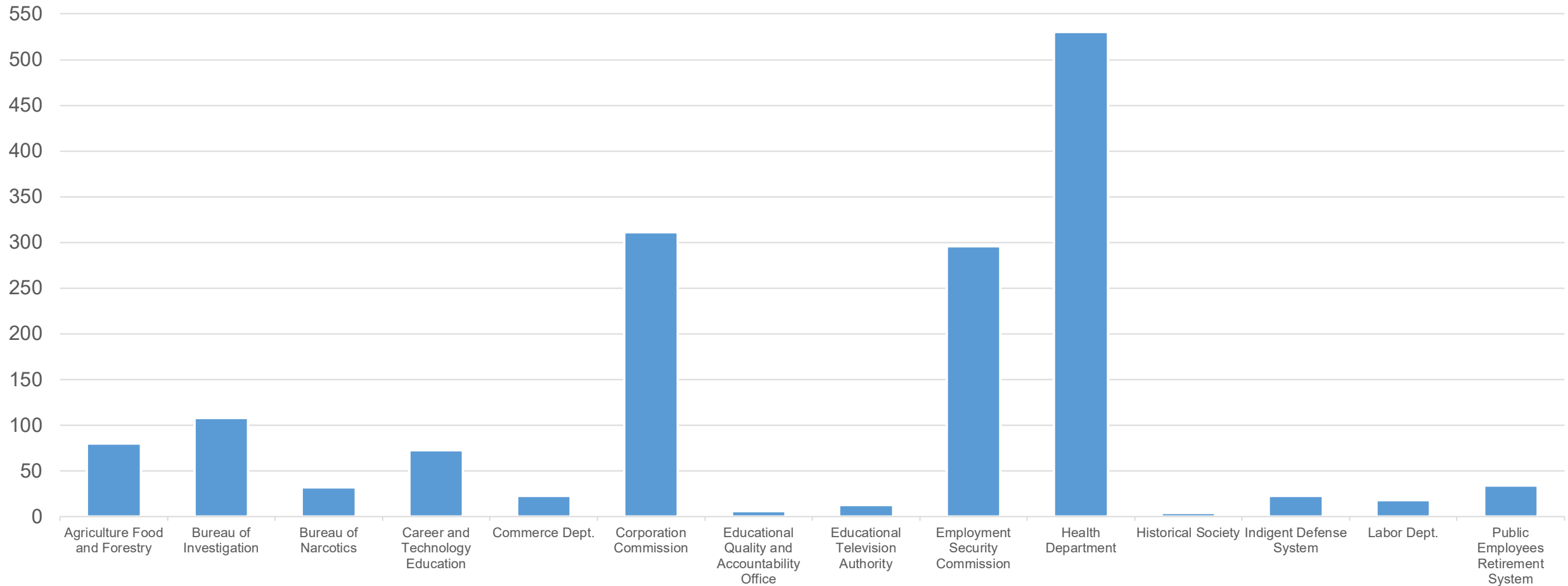
Assessment Participating Agencies

- Corrections Dept.
- Environmental Quality Dept.
- Health Care Authority
- Health Department
- Human Services Department
- Juvenile Affairs Office
- Mental Health and Substance Abuse Services
- Military Department
- Office of Management and Enterprise Services
- Public Safety
- Rehabilitation Services Department
- Tax Commission
- Tourism and Recreation
- Transportation Dept.



Cohort B Participation

Cohort B agencies are defined as medium to large based on the number of employees, include mostly in-house functions, have large seasonal worker groups as needed and experience mass hiring.

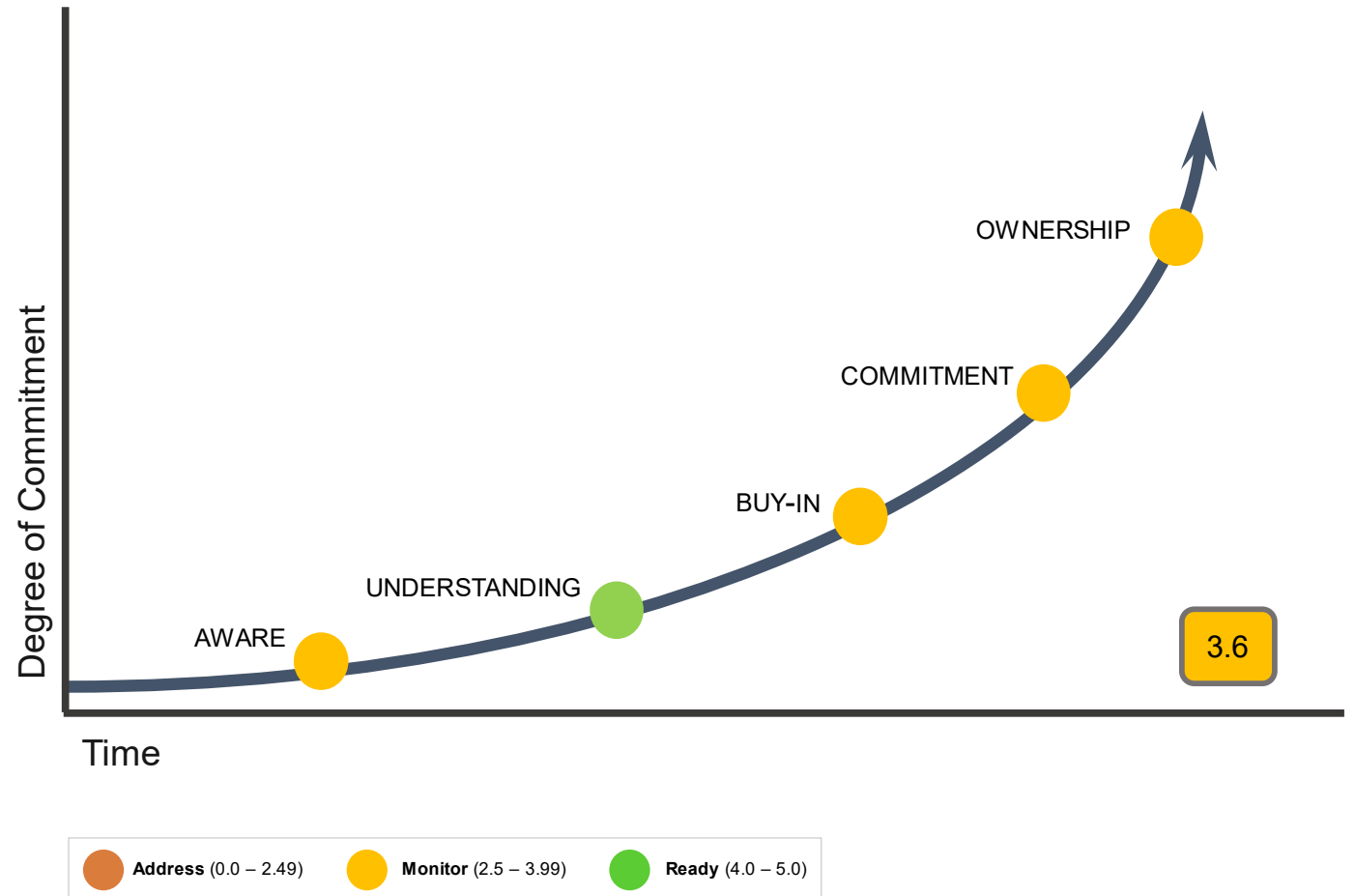


Engagement for Cohort B

Cohort B agencies are defined by medium to large agency size, include mostly in-house functions, have large seasonal workers as needed and experience mass hiring.

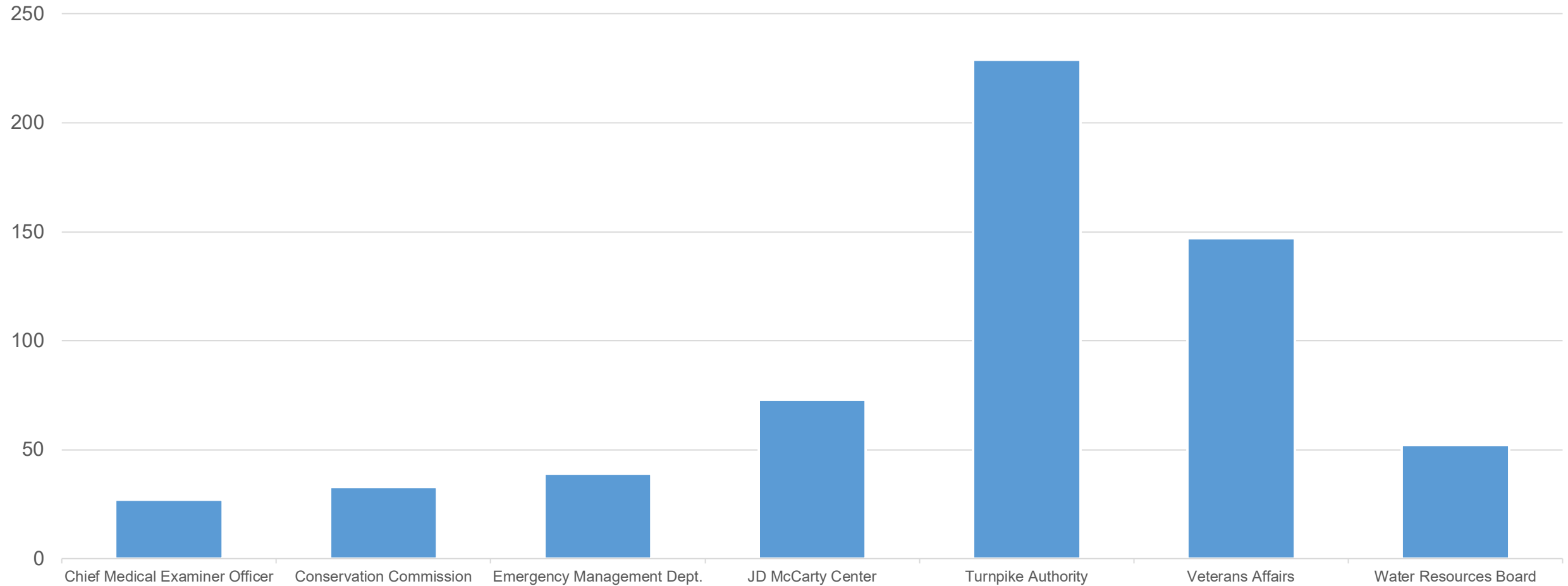
Assessment Participating Agencies

- Agriculture Food and Forestry
- Bureau of Investigation
- Bureau of Narcotics
- Career and Technology Education
- Commerce Dept.
- Corporation Commission
- Educational Quality and Accountability Office
- Educational Television Authority
- Employment Security Commission
- Health Department
- Historical Society
- Indigent Defense System
- Labor Dept
- Public Employees Retirement System



Cohort C Participation

Cohort C agencies are defined by agencies operating 24/7, have field operations, limited access to technology today and WD ID/HCM FTE only.

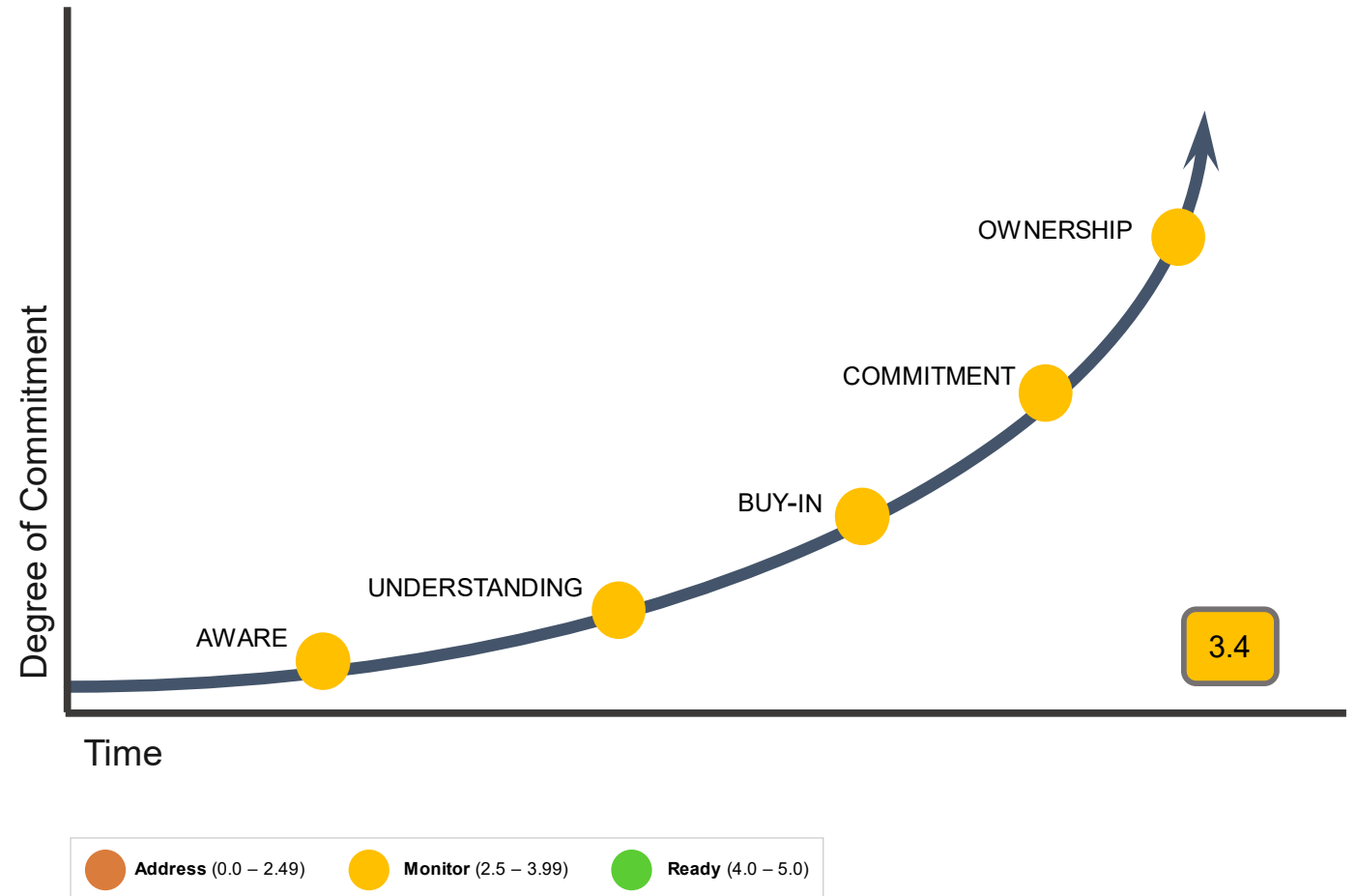


Engagement for Cohort C

Cohort C agencies are defined by agencies operating 24/7, field operations, limited access to technology today and WD ID/HCM FTE only.

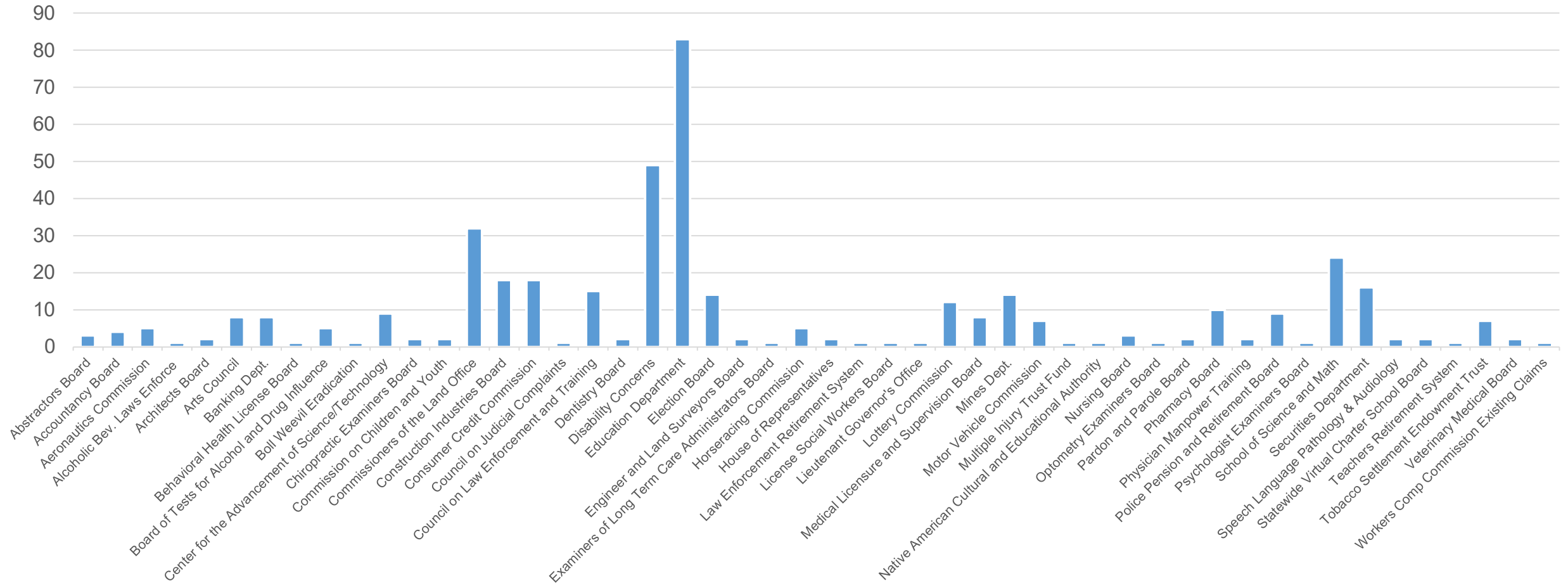
Assessment Participating Agencies

- Chief Medical Examiner Officer
- Conservation Commission
- Emergency Management Dept.
- JD McCarty Center
- Turnpike Authority
- Veterans Affairs
- Water Resources Board



Cohort D Participation

Cohort D agencies are defined by smaller agencies that may utilize Shared Services and office workers.

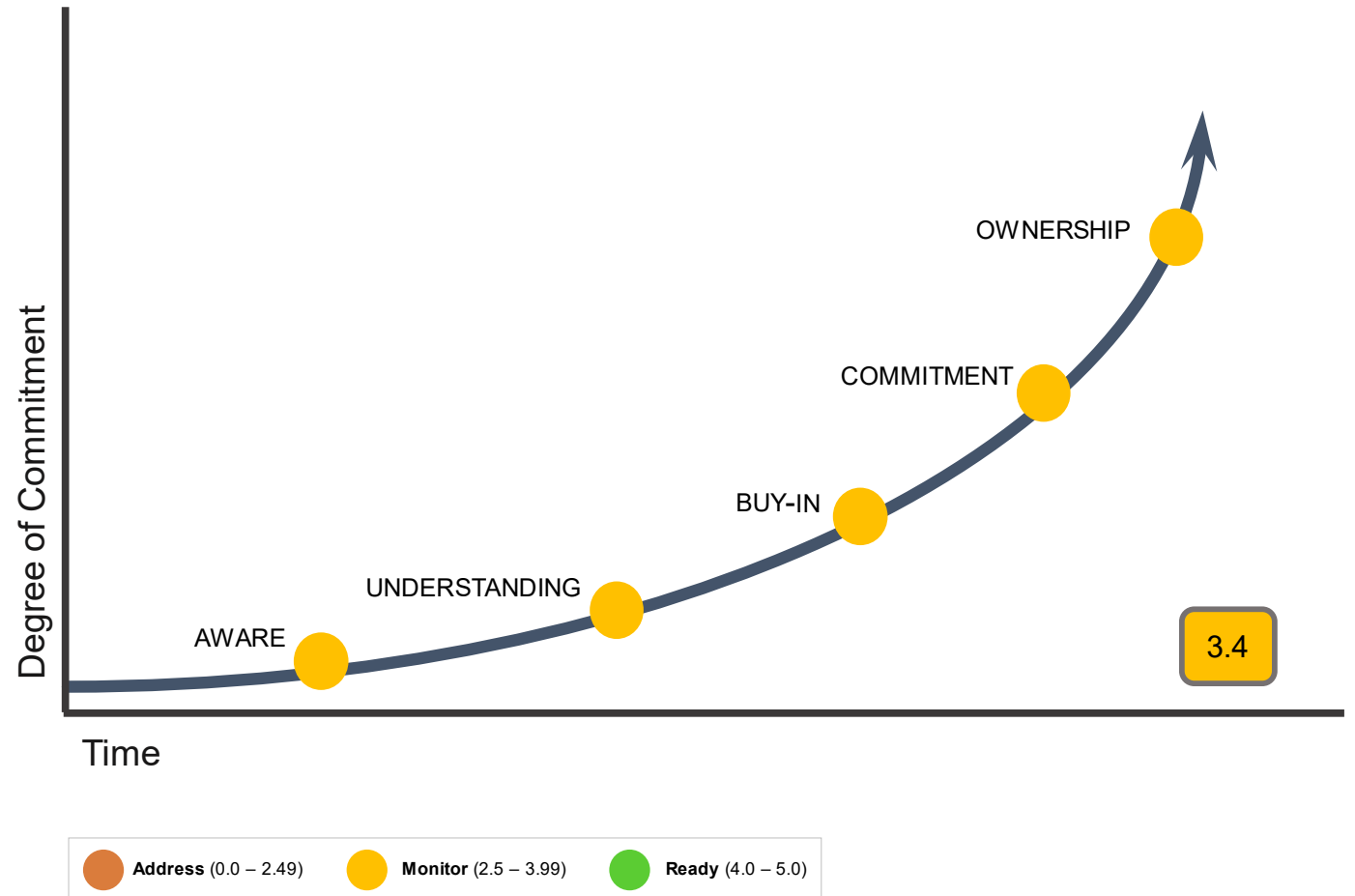


Engagement for Cohort D

Cohort D agencies are defined by agencies with less than 50 employees, and small agencies utilizing Shared Services and includes office workers.

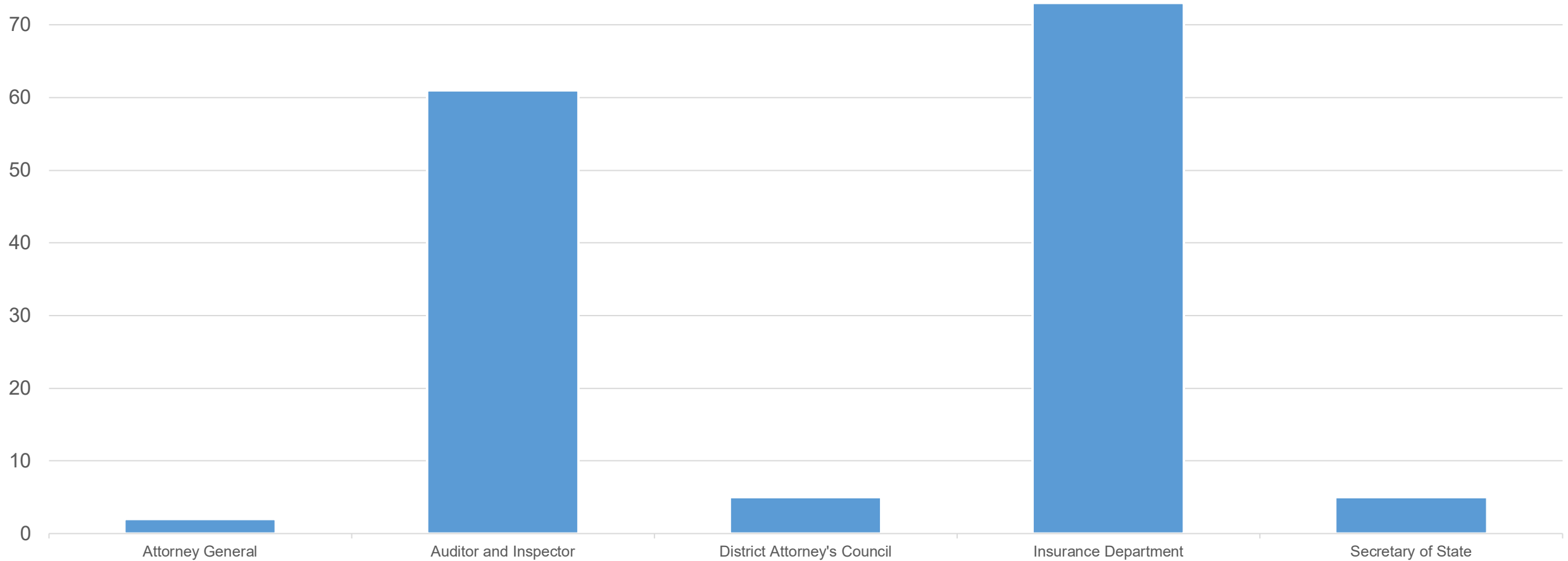
..... Assessment Participating Agencies

- Abstractors Board
- Accountancy Board
- Aeronautics Commission
- Alcoholic Bev. Laws Enforce
- Architects Board
- Arts Council
- Banking Dept.
- Behavioral Health License
- Board of Tests for Alcohol and Drug
- Boll Weevil Eradication
- Center for the Advancement of Science/Technology
- Chiropractic Examiners Board
- Commission Children & Youth
- Commissioners of Land Office
- Construction Industries Board
- Consumer Credit Commission
- Council on Judicial Complaints
- Council on Law Enforcement
- Dentistry Board
- Disability Concerns
- Education Department
- Election Board
- Engineer and Land Surveyors
- Examiners of Long-Term Care
- Horseracing Commission
- House of Representatives
- Law Enforcement Retirement System
- License Social Workers Board
- Lieutenant Governor's Office
- Lottery Commission
- Medical Licensure and Supervision
- Mines Department
- Motor Vehicle Commission
- Multiple Injury Trust Fund
- Native American Cultural and Educational Authority
- Nursing Board
- Optometry Examiners Board
- Pardon and Parole Board
- Pharmacy Board
- Physician Manpower Training
- Police Pension and Retirement
- Psychologist Examiners Board
- School of Science and Math
- Securities Department
- Speech Language Pathology Audiology
- Statewide Virtual Charter School Board
- Teachers Retirement System
- Tobacco Settlement Endowment Trust
- Veterinary Medical Board
- Workers Comp Comm. Existing Claims



Cohort E Participation

Cohort E agencies are defined by agencies with elected officials, the Office of the Governor and Legislature.



Engagement for Cohort E

Cohort E agencies are defined by agencies with elected officials, the Office of the Governor and Legislature.

Assessment Participating Agencies

- Attorney General
- Auditor and Inspector
- District Attorney's Council
- Insurance Department
- Secretary of State

