



King County

Department of  
Natural Resources and Parks  
Wastewater Treatment Division

# Case Study



## Onit Helps Large Public Sector Agency Adopt New Program Management Methodology

### Issue:

In 2020, King County Wastewater Treatment Division was in its second year of a multi-year Program Management (PgM) transformation. While training in the new PgM methodology was already in progress, Onit was called in to assist its Project and Programs Delivery (PPD) organization to more effectively adopt the new approach.

### Strategy:

Onit developed an approach including Organizational Change Management (OCM) initiatives aligned with Prosci's ADKAR methodology, and hands-on coaching and mentoring techniques designed to develop peer SMEs among PPD staff. With different PPD programs undergoing PgM training at different times, Onit formed the groups into cohorts, to build a sense of community and camaraderie despite the teams working remotely. In recognition of the PgM Initiative's foray into new spaces, the cohorts opted to name themselves after NASA missions, with the Mercury cohort piloting the new PgM methodology and materials, and the Apollo cohort validating the completed training curriculum.

### Solution:

Onit created communications channels including a Microsoft Teams site and a monthly newsletter to anchor the project.

With a desire to center the expertise and experience of the Program Managers and Project Control Engineers, Onit also created a PgM Blog and a monthly "Community Meeting", leveraging both to showcase PPD Subject Matter Experts (SMEs) and facilitate peer learning opportunities.

Onit worked with PPD SMEs to align PgM Blog and Community Meeting content with each cohort's training schedule, highlighting practical PPD applications of theories covered in PgM training, as well as facilitating discussions of best practices and opportunities for future implementation. This broadened the pool of presenters and allowed for more creative presentations.

Over the course of the engagement, Onit created a library of easy-to-use reference materials, including themed articles and videos posted to the Teams site, "one-pagers" highlighting PPD use of PgM approaches, and best practice PowerPoint decks.

Onit then packaged these materials into a comprehensive "playbook", writing narrative text to connect the sections and provide guidance on using the PgM tools and templates.

### Result:

At the conclusion of Onit's engagement in 2022, the client team had the confidence and expertise to take its continuing PgM journey in-house, continuing to build on the foundation laid by the Onit team and the PgM cohorts.

PPD planned to continue many of the innovations introduced by the Onit team, including Community Meetings and peer-to-peer support.

For more information:  
Onit Management Consulting  
Tel: 206-257-2233 | [info@onitmc.com](mailto:info@onitmc.com) | [www.onitmc.com](http://www.onitmc.com)