

## Onit Helps Utility Prepare for new GIS Software in Essential Strategic Upgrade

### Issue:

Tacoma Power, which provides power to more than 181,000 Washington state residents, was replacing its decade-old Geographic Information System (GIS) software with a more modern and customizable mapping platform. The success of the project was of great importance, as the new GIS tool would form a foundation for multiple initiatives related to grid modernization, safety, security, and other key strategies. Onit was engaged to provide Organizational Change Management (OCM) support for the GIS implementation, combining its business process skills and Prosci change management expertise to help staff make best use of the new tools.

### Strategy:

Onit's approach included leveraging its business process expertise to facilitate consensus between the client and the third-party system integrator around GIS build requirements, ensuring clarity for process improvement and for OCM engagement.

Onit also immediately recognized the importance of stakeholder education and engagement to the project's leadership. A successful GIS implementation would lay the foundation for multiple projects to come. Stakeholder understanding of the potential of their new GIS platform was crucial to unlocking the creativity to plan and execute these future projects. Thus Onit crafted an innovative and engaging OCM strategy that would capture users' imaginations, as well as communicate project essentials.

### Solution:

Onit's first task was to establish a process mapping template to help stakeholders envision an ideal implementation and clearly identify points of change between current and future states. This included identifying the impacted workstreams, involving all necessary stakeholders in mapping, and using a gap analysis to determine impacted roles and the level of impact.

Onit then focused on OCM engagement, using a combination of communications and outreach activities to build awareness and foster a desire for involvement. Tactics included a naming contest for the GIS web app, a visually rich newsletter showcasing staff use cases, facilitating a robust Change Agent Network (CAN), and making a series of engaging feature spotlight presentations highlighting different aspects of the product.

Onit also worked with the client training team and system integrators to create the Training Plan. This included defining the training needs for each impacted role, and identifying which processes to convert to more detailed desktop procedure documents. Through its iterative work mapping processes, Onit was able to identify previously overlooked roles that would also be impacted, and ensure that all impacted roles were accounted for in the Training Plan.

Onit's approach brought together the OCM, Process, and Training deliverables into a unified and coordinated package with user engagement at its core. When technical integration issues delayed the go-live date beyond the reach of the client's OCM support budget, Onit worked with the client to package plans, materials, templates and tools into a practical "playbook", enabling the client to self-support through the launch period.

### Result:

Onit's process work resulted in the client receiving a full suite of detailed process documentation, as well as training client staff in key documentation techniques for future updates.

The client also received an OCM Strategy Playbook for use in future programs, including a newsletter template, outreach activity templates, videos highlighting best practices, and model CAN guidelines. The Playbook was optimized for the client's specific business needs and organizational culture. Onit's creative approach generated high levels of staff engagement, sparking genuine interest in the project.