

Organizational Change Management (OCM) – Frequently Asked Questions (FAQ)

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What is Organizational Change Management?

Organizational Change Management (OCM) is a process used to assist in implementing the changes required for an organization to support a new culture, system, or way of doing business to pursue improvement. The Oregon eCourt Program involves all three of those organizational aspects in support of the Oregon eCourt vision.

The OCM strategy for Oregon eCourt includes four specific areas: court readiness, organizational readiness, communication, and training. Each of these areas is aimed at helping OJD's judges, staff, and external stakeholders to understand and support Oregon eCourt and its vision, and to gain the knowledge and skills to do business using Oregon eCourt solutions. As guided by the Oregon eCourt vision and governance decisions, the OCM strategy works with OJD judges, staff, and stakeholders to adopt the key values, principles, attitudes, norms, and behaviors that support the cultural change and new ways of doing work through implementation of Oregon eCourt and its vision.

OCM tools and processes include techniques for listening to stakeholder groups and individuals and creating change management strategies (readiness assessments), engaging judges and managers as change leaders (sponsorship), building awareness of the need for change (communications), developing skills and knowledge to support the change (education and training), helping judges and staff move through the cultural transition (coaching by managers, supervisors, and peers), and methods to sustain the change (measurement systems and reinforcement) in order to achieve the Oregon eCourt vision.

The OCM strategy incorporates the following principles:

- **Honor People and Their Viewpoints.** The Oregon eCourt Program values the individuals affected by the program. The Oregon eCourt Program will regularly solicit, consider, and respond to OJD stakeholder suggestions.
- **Focus on the “Human Side” of Change.** All OCM strategies are sensitive to the effect that change has on individuals. The Oregon eCourt Program will provide individuals with information regarding changes that will occur prior to, during, and after Oregon eCourt implementation. Judges, staff, and other stakeholders affected by the cultural and business process change play a critical role in providing information that will be used to measure the success of implementing and using these new technology applications in support of the Oregon eCourt vision.
- **Address Institutional Culture.** The OCM strategy assesses the existing organizational culture to identify its values, beliefs, behaviors, and perceptions, promotes changes to that culture, measures acceptance and continues to reinforce these changes. Organizational culture is an important and sensitive factor in the design and

implementation of organizational change initiatives. It is important to provide the tools for change and ensure that judges and staff use the tools, which leads to achieving the goals of the Oregon eCourt Program – to make better decisions that improve public safety, the quality of life in our communities, and the lives of children and families in crisis.

- **Consistent, Timely Availability of Program Information/Data.** Information about the Program is provided in a consistent and timely manner to internal and external stakeholders using a variety of methods.
- **Provide Appropriate Information.** Appropriate Program information is provided to stakeholders based on their needs and interests.

What is Oregon eCourt Organizational Readiness?

Oregon eCourt organizational readiness addresses the people-aspect of change necessary to build and sustain commitment from internal and external stakeholders to support implementation of Oregon eCourt and achieving its vision. Three organizational design components are included in this framework: 1) planning Program organizational structures; 2) instituting Program organizational structures; and 3) reporting on the performance of the current and any new organizational designs. Activities include: assessing the current staff and skill sets, identifying what skill sets are needed to support the new Oregon eCourt Program, determining what organizational structure changes are necessary to support Oregon eCourt, and developing a plan to bring the organization forward to the future state. These activities will enable change management throughout the organization so that Oregon eCourt will be readily accepted and the organization will be prepared to take on the cultural and business transformation in court operations and judicial decision making cohesively and without a negative impact on the organization or stakeholders.

What is Oregon eCourt Court Readiness?

Oregon eCourt court readiness activities address facility, infrastructure, and technical changes necessary to implement Oregon eCourt and its vision. It ensures that equipment, space, and facilities are ready for new technologies and business processes involved in each project and solution rolled out under the Oregon eCourt Program. OCM staff visit courts and worksites to identify physical and equipment changes needed to implement Oregon eCourt solutions and coordinate with project managers to ensure that any needed changes are made consistently with the project plan, timeline, budget, and vision.

What is Oregon eCourt Communications?

Oregon eCourt communication activities provide information to internal and external stakeholders to alert them of upcoming implementation events and to report Oregon eCourt progress in pursuit of its vision. Communication activities use methods such as town hall meetings, lunch and learn, posting on the OJD Internet and Intranet web pages, periodic bulletins, ad hoc newsflashes, quarterly newsletters, webinars, and prototype demonstrations. Specific Oregon eCourt communication strategies are:

- **Increase awareness and knowledge of the Oregon eCourt initiatives, mission and vision through key messages and communication strategies.** This

shared awareness among stakeholders is critical to the successful execution of the Program.

- **Obtain timely input and build support through frequent and relevant communication targeted to varied stakeholder groups.** This is essential to ensure that judges, department staff, policymakers, court users, and the public receive timely and effective communications so that they understand the significance and long-term value of the Oregon eCourt Program and its vision.
- **Convey the vital role that internal and external stakeholders play in communicating Oregon eCourt status and benefits.** This helps to establish a “culture of communication” in which internal and external stakeholders communicate among themselves and with the public to ensure the success of the Oregon eCourt Program and its vision.
- **Initiate discourse on the change that necessarily accompanies implementation of the Oregon eCourt Program.** Implementing Oregon eCourt will significantly change the manner in which Oregon courts conduct business and the manner in which the public accesses court services. Effective communication makes stakeholders aware of imminent changes and the relationship of those changes in pursuit of the Oregon eCourt convenience, and provides an opportunity to contribute to the manner in which change is managed.

What is Oregon eCourt Training?

Oregon eCourt training activities are designed to ensure that affected internal and external stakeholders receive and sustain the necessary skills and knowledge to work effectively with the new Oregon eCourt technologies. Training activities include:

- Provide just-in-time training designed to meet the needs of stakeholders affected by the implementation of a new technology.
- Ensure training is designed to provide relevant stakeholders with a high-level understanding of the new technology and the necessary knowledge and skills to perform their work.
- Design training to engage all stakeholders using a variety of methods which could include interactive hands-on learning, demonstrations, practical application, and written materials.
- Provide all stakeholders with post-training resources to help them transition from the training environment into the new work environment including quick reference guides, student manuals, and user guides.
- Provide online refresher training in order to keep skills current.

OCM activities are a critical element of ensuring the success of Oregon eCourt. If the technology works but judges, staff, and stakeholders do not understand or embrace the cultural change that comes with it, then the benefits of the new technology and processes will go unfulfilled. OCM must work closely with the governance structure to promote an organizational change management program that helps the OJD meet the eCourt vision.