



CITY OF PORTLAND
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Date: October 30, 2018

To: Portland Building Change Management Committee

From: Kristin Wells, Portland Building Project Lead

Cc: Portland Building Bureau Directors, All City Employees (Web posting)

RE: Change Management Process Changes

Portland Building Change Managers –

Thank you for your ongoing commitment and dedication to the Portland Building Reconstruction project. Similar to the shift in the design work at the beginning of the year, we are about to embark on a new process to support the workplace changes we are about to experience. Throughout the life of this project, we have assessed stakeholder engagement strategies and continue to redefine engagement tactics as the project continues.

In preparation for moving back to our reconstructed Portland Building, we solicited support from industry leaders on setting up a change management process that will support our workforce and help us move through the many changes we will experience. In alignment with their recommendations, we are adopting a new approach to change management. On October 4th, our consultant team met with bureau directors to lay out the new approach and then held subsequent meetings to follow up on the approach individually. As a result, we will be retiring our existing Change Management Committee and will be setting up a new process with newly identified Change Champions.

We will hold our last meeting with the Portland Building Change Management Committee on October 31st to thank you for your service and collect any lessons learned which we will capture to pass onto the next set of individuals we will engage with moving forward.

The Portland Building Change Management Committee was established in November 2015, worked through November 2017, and has met several times since bureaus moved into temporary locations. The committee contained staff from all Portland Building bureaus and worked by sharing information and performing tasks in preparation for bureau moves. Between August 2017 and November 2017, about 1,300 employees were successfully moved out of the Portland Building and into temporary locations. Without the hard work from you, your colleagues, and move ambassadors – none of this would have been possible.

As of today, employees have reported to temporary locations for roughly one year. There are many benefits and obstacles being discovered in temporary locations that we are working to address for our new Portland Building. Again, it was your good work and critical thinking that

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brought these new ideas to the project team's attention.

Our new change management process is in developmental stages. The project team is working with bureau directors to identify Change Champions who will partner with the project team to plan the plan for change management. The role of the Change Champion is different than the role you have served to date as a Change Manager for your bureau. Change Champions will work to develop materials, trainings, and increase communications while enabling a seamless as possible experience for employee adaptation to a new workspace.

Change Champions will be convened for a work session in mid-December to plan the scope of work moving forward. As we all exist within varied segments of the change spectrum, planning the plan is extremely important. If you were not selected your bureau's Change Champion, but still desire to be involved – you may be called upon to serve in a different capacity after the plan is further established.

Thank you again for your continued support as we head into the next phase of Portland Building change management.