Organizational Readiness Strategy (D20)

Florida PALM
Planning, Accounting, and Ledger Management

Department of Financial Services

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Organizational Readiness Strategy

The Organizational Readiness Strategy (Strategy) defines the overall approach to prepare the identified agencies for the transition to the Florida PALM Solution (Solution).

This Strategy provides the goals and methodology for organizational readiness activities that support agency readiness, agency sponsorship, cross-team coordination, interactions with agencies, and stakeholder management. It also provides the Florida PALM Project (Project) Team roles and responsibilities, readiness tools, and the organizational readiness timeline.

Organizational readiness, as a discipline, is the guide for agencies to prepare for the upcoming business process, functional, and technical changes. The first implementation of Florida PALM is focused on transitioning Pilot agencies to the Solution. Each additional implementation (Phase 1 Waves 1, 2 and 3, and Phase 2) either incorporates new agencies or introduces new functionality. The readiness approach leveraged during Pilot will be applied to subsequent waves and will incorporate lessons learned from preceding waves.

Deliverables and Work Products

Deliverables are defined in the Florida PALM SSI Contract and may be supported by work products. Organizational Change Management (OCM) Track deliverables and work products (WP) that will support the execution of organizational readiness are listed in Table 1.

Table 1: Deliverables and WPs Supporting Agency Readiness

Deliverable/ WP	Name	Description
Deliverable	Agency Readiness Scorecard	This quarterly deliverable will summarize the monthly assessment of agency status against the planned dates for agency Project activities and tasks.
Deliverable	Change Champion Plan	This deliverable will outline how the Project's OCM Agency Readiness Team (Agency Readiness Team) will leverage the Change Champion Network at each agency to be the primary point of contact to work through the details of readiness planning and execution of implementation activities within each agency.
Deliverable	Organizational Change Readiness Assessment	This deliverable will document the approach and results of the change capacity survey that measures the capacity for change that currently exists within the agencies participating in the wave.
Deliverable	Organizational Readiness Assessment	This deliverable will provide the results of the readiness survey that will be used to help understand the individuals or groups who will be impacted by the Solution, their influence upon outcomes, and their current level of buy-in along the change commitment curve.
Deliverable	Organizational Readiness Plan	This deliverable will provide the description of the readiness activities that are used to help agencies prepare for the Solution and will define the metrics used to measure readiness for the agencies in each wave.

Deliverable/ WP	Name	Description
Deliverable	Organizational Readiness Strategy	This deliverable defines the overall strategy to prepare an agency for the transition to the Solution.
Deliverable	Role Mapping Handbook	This deliverable will provide a description of each end user role, associated business processes, relationships to other roles, and workflow decisions.
Deliverable	Workforce Transition Plan	This deliverable will document the approach agencies are encouraged to use to make end user role assignments so they can manage their workforce's transition to the Solution.
WP	Business Process Workshop Materials	This WP will provide the presentation materials for the Business Process Workshops (BPWs).
WP	End User Role Mapping Spreadsheet	This WP will provide the End User Role Mapping Spreadsheet. This is the tool agencies will use to map their agency end users to the Solution end user roles.
WP	Leading Change Workshops and Individual Change Discussion Guide Template	This WP will provide the presentation materials for the Leading Change Workshops and the Individual Change Discussion Guide Templates. These materials will be used to support agency managers and supervisors responsible for providing information to agency end users about the agency's new business procedures, technology, expected changes, training, support tools, and available resources.
WP	Master Readiness Workplan (MRW)	This WP will provide a point-in-time[1] comprehensive list of activities and efforts that an agency will execute to be ready for the transition to the Solution.
WP	Role Mapping Workshops	This WP will provide the presentation materials for the Role Mapping Workshops.
WP	Agency Sponsor Briefing Materials	This WP will provide the materials for each Agency Sponsor Briefing.
WP	Stakeholder Assessment	This WP will provide the readiness survey template and survey questions.
WP	Workforce Transition Workshops and Change Impact Template	This WP will provide the presentation materials for the Workforce Transition Workshops and development of the Change Impact Templates. The templates will be used to help agencies document specific impacts and plan for the internal efforts to prepare their agency end users for the transition to the Solution.

Figure 1 illustrates the relationships between the deliverables and WPs for informational purposes and does not imply a dependency in development or implementation.

[1] The MRW will be a working document that will be updated regularly.

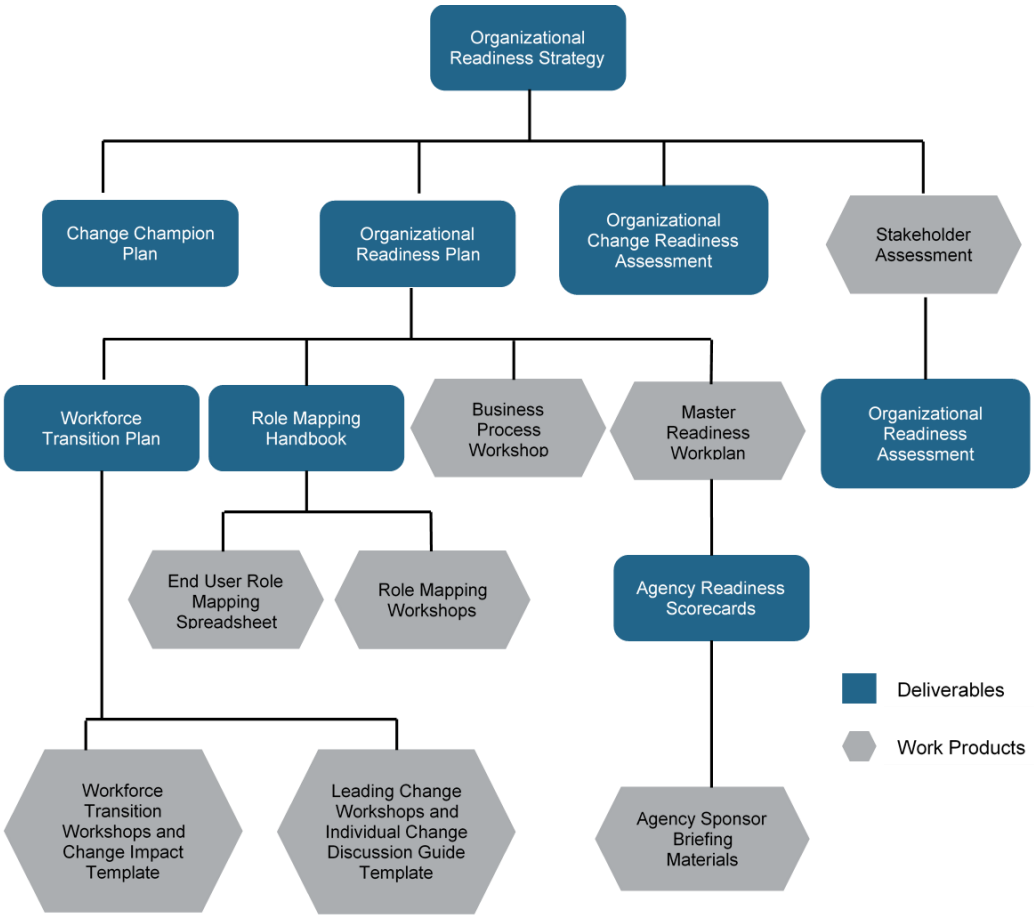

Figure 1: Organizational Readiness Deliverables and WPs Relationships

Organizational Readiness Methodology

Change Commitment Curve

Throughout the change effort, stakeholders will be engaged in change activities that support their movement along the Change Commitment Curve (Figure 2). The Change Commitment Curve is used to monitor user readiness throughout the Project's five implementation stages (Initiate, Adopt, Adapt, Validate, and Deploy) of each wave.

The Change Commitment Curve depicts a stakeholder's engagement during the Project's life cycle. Advancing from one progress point on the Change Commitment Curve to another in a positive trend indicates stakeholders are successfully embracing the change. The Change Commitment Curve has four progress points related to levels of commitment:

- Awareness – Recognizing that change will occur
- Understanding – Comprehending the nature of the change and its impact
- Acceptance – Expressing a willingness to perform as the change requires
- Commitment – Demonstrating personal ownership and endorsement of the change

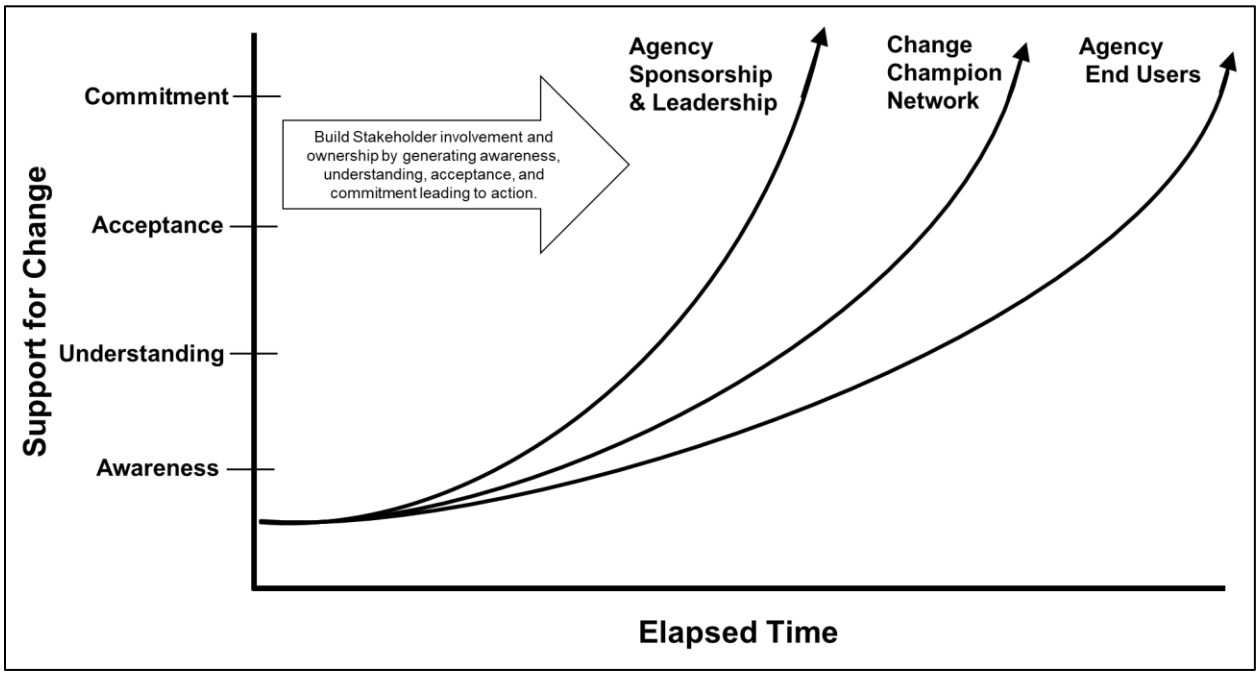

Figure 2: Change Commitment Curve

Different stakeholders may move along the Change Commitment Curve at different rates. Agency Sponsors and agency leadership generally move along the curve ahead of the other members of the Change Champion Network. The Change Champion Network generally moves ahead of agency end users who are not part of the Change Champion Network (the full list of Change Champion Network members is included in the Establishing Change Champion Network section of this deliverable). The Strategy works to establish commitment throughout the Project's five implementation stages of each wave.

The readiness survey will be a questionnaire that determines stakeholder's alignment to the Change Commitment Curve progress points. Responses to the readiness survey will help identify a stakeholder's location on the Change Commitment Curve during a wave. Additional details about the readiness survey can be found in the Conducting the Readiness Survey section.

Goals

The overall goal of this Strategy is to support the agencies in the journey to adopt, implement, and use the Solution. The goals of the Strategy by Project implementation stage are defined in Table 2.

Table 2: Goals by Project Implementation Stage

Implementation Stage	Goals
Initiate	The Project aligns to the Strategy and prepares to engage the agencies.
Adopt	Agency leadership and the Change Champion Network have an awareness of the change.
Adapt	Agency leadership and the Change Champion Network understand the change, including business processes and the system design to support the change. Agency end users have an awareness of the change.

Implementation Stage	Goals
Validate	Agency leadership and the Change Champion Network express acceptance of the change. Agency end users understand the change, including business processes and the system design to support the change.
Deploy	Agency leadership and the Change Champion Network demonstrate commitment to the change. Agency end users accept the change prior to go live. Agency end users demonstrate commitment to the change through their willingness to use the Solution after go live.

Objectives

The readiness objective for each Project wave is for the agencies to be prepared for the Solution with respect to readiness. The objectives of the Strategy by Project wave are defined in Table 3.

Table 3: Objectives by Project Wave

Wave	Objectives
Phase 1, Pilot	Support Pilot agencies as they prepare their staff to use the Solution, update their business processes to align with the Solution, and prepare their technology and data for the transition to the Solution.
Phase 1, Wave 1	Support the agencies identified for inclusion in Wave 1[2] as they prepare their staff to use the Solution, update their business processes to align with the Solution, and prepare their technology and data for the transition to the Solution.
Phase 1, Wave 2	Support the agencies identified for inclusion in Wave 2 as they prepare their staff to use the Solution, update their business processes to align with the Solution, and prepare their technology and data for the transition to the Solution.
Phase 1, Wave 3	Support the agencies on the Solution as they prepare their staff, update their business processes, and prepare their technology and data for the addition of Payroll functionality to the Solution.
Phase 2	Support agencies as they prepare their staff, update their business processes, and prepare their technology and data to transition to any additional functionality that fulfills the Solution's goals.

Components of Organizational Readiness

There are four components that make up organizational readiness:

- Agency sponsorship and stakeholder management;
- Communications;
- Training; and
- Agency readiness.

These organizational readiness components (Components) are incorporated into each of the five implementation stages in every wave. Activities for each Component will focus on preparing

[2] Identification of Pilot agencies will be documented and managed as a Project decision. Identification of Wave 1 and Wave 2 agencies will be documented in the Deployment and Contingency Plan Deliverable.

stakeholders for go live by helping them move along the Change Commitment Curve. These activities are listed in Figure 3.

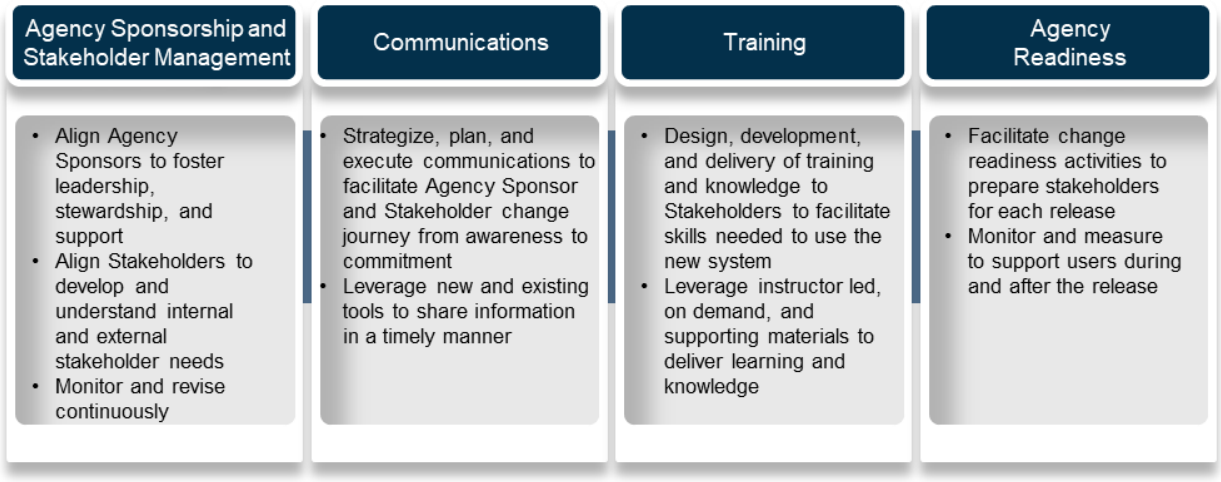

Figure 3: Four Primary Components of the Organizational Readiness Strategy

Agency Sponsorship and Stakeholder Management

Agency sponsorship and stakeholder management are the leadership actions and engagement activities that agencies use to build the relationships needed to achieve the value and benefits of the Solution. Agency sponsorship and stakeholder management will be achieved by implementing activities that confirm agency leaders are prepared to lead activities through the change and stakeholders are prepared for the change.

The objectives of agency sponsorship and stakeholder management activities are to:

- Confirm ownership of the change within the agency;
- Develop joint understanding among leadership, Agency Sponsors, and key stakeholders as to what they expect to achieve from the change effort and their role during implementation;
- Confirm leaders remain aligned to the goals of the Project throughout the change;
- Confirm leaders are equipped to communicate, engage, and allocate resources needed to support the change;
- Continue to assess the readiness of the agency to undertake and enable the change; and
- Implement appropriate mitigation strategies when necessary.

Communications

Communications is the process of informing Project Tracks and stakeholders about the Solution. The OCM Communications Specialists will collaborate with Project tracks to distribute consistent, accurate, and timely Project messaging to stakeholders. The Project will work to support agency leadership in understanding and articulating the Project's vision and the successful implementation of the Solution. Communication materials related to readiness will be developed as WPs. Additional details on Communications for organizational readiness will be provided in the Communication Strategy Deliverable.

Training

Training is the process of educating agency end users so that they are equipped with the knowledge and skills needed to be successful users of the Solution through end user training and

support. The OCM Knowledge Transfer and Training Team will design training materials needed to achieve the new or improved way of working. The OCM Knowledge Transfer and Training Team will collaborate with other Project tracks to develop, build, and test the training materials as described in the Training Strategy Deliverable. The OCM Knowledge Transfer and Training Team will evaluate training effectiveness after the start of training delivery as described in the Training Deployment and Measurement Plan Deliverable.

Agency Readiness

Readiness is the process of preparing agency end users for the transition to the Solution. Readiness will be achieved through activities that:

- Help agency leadership understand the activities required to lead through the change;
- Confirm leadership distributes information down to the front-line supervisor level and agency end users of the Solution;
- Educate employees about the change effort and the new ways of working, both at the leadership level and at the operational level, to support understanding of issues during change; and
- Measure and report the progress of the change adoption.

Readiness Activities

Stakeholders will experience an integrated Solution adoption journey that will build their knowledge of the processes and the system incrementally throughout the implementation timeline. This Strategy delivers a guiding and mentoring approach to support agencies in the successful transition to the Solution.

The readiness journey for agencies in each wave will occur across the five implementation stages, as shown in Figure 4. These implementation stages make up an iterative process that appear in each of the waves. The four Components of Organizational Readiness are embedded in each implementation stage.

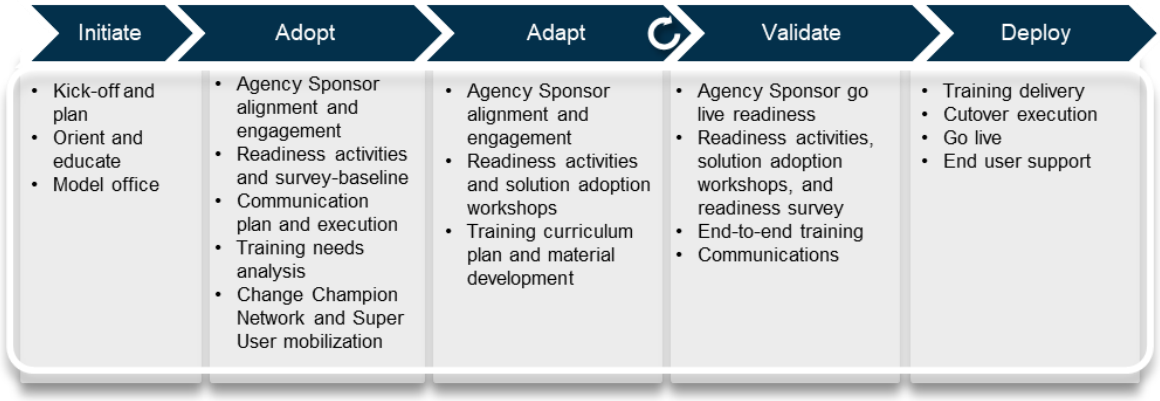

Figure 4: Readiness Activities by Implementation Stage

The organizational readiness activities and tools for agencies that align with the wave stages are outlined in Table 4.

Table 4: Organizational Activities and Tools by Implementation Stage

Component and Activity	Adopt	Adapt	Validate	Deploy
Agency Sponsorship and Stakeholder Management				
Establishing Agency Sponsors	✓			
Establishing the rest of the Change Champion Network	✓			
Establishing Agency Sponsor Briefings	✓			
Establishing Agency Touchpoints	✓			
Agency Readiness				
Conducting BPWs	✓			
Completing the change capacity survey	✓			
Completing the readiness survey	✓	✓	✓	
Completing MRW Tasks	✓	✓	✓	✓
Completing Agency Readiness Scorecards Monthly	✓	✓	✓	✓
Conducting Wave Workshops		✓		
Conducting Workforce Transition Workshops		✓		
Conducting Role Mapping Workshops		✓		
Conducting Leading Change Workshops			✓	

Participation and preparation activities for the Division of Accounting and Auditing, the Division of Treasury, and the Office of Information Technology to support the enterprise functionality of the Solution will be addressed in the Knowledge Transfer Strategy, Change Champion Plan, and Training Strategy.

Establishing Awareness

Awareness will be established for agency leadership and the Change Champion Network through the initial engagement activities of:

- Agency sponsorship and stakeholder management by:
  - Establishing Agency Sponsors;
  - Establishing the rest of the Change Champion Network;
  - Establishing Agency Sponsor Briefings; and
  - Establishing Agency Touchpoints.
- Agency readiness by:
  - Conducting BPWs;
  - Completing the change capacity survey;
  - Completing the readiness survey;
  - Completing MRW tasks; and
  - Completing Agency Readiness Scorecards monthly.

Establishing a Change Champion Network

A Change Champion is a designated individual responsible for coordinating Project change management activities within their agency. The Change Champion Network will be a group of Change Champions, each filling one or more specific roles, used to enhance collaborative relationships and communication with the Project Team. The OCM Track will leverage the Change Champion Network at each agency to be the primary point of contact to work through the details

of readiness planning and execution of implementation activities. The Project will create an identification guide to support agencies in their selection of their Change Champions.

Each agency will have flexibility to form their Change Champion Network according to what works best for the agency. The primary roles for the Change Champion Network will be:

- Agency Sponsor;
- Agency Liaison;
- Business Liaison;
- Change Management Liaison;
- Technology Liaison; and
- Training Liaison.

Super Users and Subject Matter Experts will be supporting roles for the Change Champion Network.

Agency sponsorship is defined as the network of sponsors who support the State in realizing the desired changes for the Project. Agency Sponsors will be the resources within the agencies that will be engaged to lead and support the agency throughout the implementation. Identifying and engaging Agency Sponsors early in the Project is important to achieving Project objectives.

During Pilot, an Agency Sponsor will be established for all the identified agencies. The approach for establishing Agency Sponsors can be found in the Change Champion Plan Deliverable.

The Project's Agency Readiness Team will designate a team member, called a Readiness Coordinator, to be the point of contact and advocate for each agency in a wave. One Readiness Coordinator will be assigned per agency. The Readiness Coordinators are designated members of the Agency Readiness Team.

During Pilot, all identified agencies will establish an Agency Liaison. Agencies will establish the remaining Change Champions prior to their assigned wave. A description of and detailed information about the Change Champion Network can be found in the Change Champion Plan Deliverable.

The Agency Readiness Team will continue to engage non-Pilot agency's Agency Sponsors and Agency Liaisons throughout the Pilot wave by regularly providing project updates.

Establishing Agency Sponsor Briefings

Agency Sponsor Briefings will be recurring meetings between the Agency Sponsors and the Project to review agency status and strategize how to address open items. Agency Sponsor Briefings are meant to be collaborative working sessions for the agency and the Project. It is recommended that these meetings occur monthly, but the format and frequency will be based on the needs of each agency. Agency Sponsor Briefing agendas will include agency-requested topics, progress against the planned readiness activities, and a look ahead to upcoming activities. Additional details about the Agency Sponsor Briefings can be found in the Change Champion Plan Deliverable.

Agency Sponsors will only attend Agency Sponsor Briefings during their wave. However, the Project will work with each agency's Agency Sponsor identified during Pilot throughout the

implementation to keep the agency informed of the Project's progress and any changes occurring during production.

Establishing Agency Touchpoints

Agency Touchpoints will be planned as bi-weekly meetings between an agency's Change Champion Network (at a minimum with the Agency Liaisons) and the agencies assigned Readiness Coordinator. These meetings will review upcoming tasks and discuss any open items documented.

Agencies will only attend Touchpoints that occur during their wave. However, the Project also recognizes that there may be opportunities to improve engagement with the Change Champion Network. The Project will look for methods to facilitate, encourage, and support peer-to-peer networks among agencies. These could include group meetings and web resources. Additional details about the Agency Touchpoints can be found in the Change Champion Plan Deliverable.

Conducting the Change Capacity Survey

A change capacity survey will be a questionnaire that measures agency capacity for change. The questionnaire will be structured to measure the dimensions of culture, people, process, and technology. The survey results will be used to:

- Help determine what change management activities are needed to support an agencies' adoption of the Solution; and
- Inform readiness activities including communications, specific tasks, or activities.

The survey will be executed one time during the Adopt Stage of each wave with each agency assigned to that wave. Additional details about the change capacity survey approach will be found in the Organizational Change Readiness Assessment Deliverable.

Conducting the Readiness Survey

The readiness survey is planned to be an online questionnaire to the Agency Sponsors, Change Champions, agency end users, and other stakeholders. The results of the questionnaire will be used to help understand the individuals or groups who will be impacted by the Solution, their influence upon outcomes, and their current level of buy-in along the change commitment curve. The results of the readiness survey will also be used to strategize change management activities needed to support buy-in and increase the likelihood of successful outcomes.

The readiness survey will assess, track, and report on three survey groups:

- Agency Sponsors and agency leadership – This survey group is made up of Agency Sponsors and agency leadership at the director/deputy director level responsible for managing their agency's implementation of the Solution.
- Agency Network – This survey group is made up of individual members of the Change Champion Network including the Agency Liaison, Change Management Liaison, Training Liaison, Business Liaison, and Technical Liaison.
- Agency End Users – This survey group is made up of the expected end users of the new system and individuals who may be directly affected by the business process at each agency. This survey group also includes managers and supervisors not associated with one of the other two survey groups.

The survey will be executed a total of three times per wave across the Adopt, Adapt, and Validate Stages. The first survey in each wave will provide a baseline for measuring the change readiness of survey groups. The second and third survey in each wave will be compared to the wave's baseline to measure progress in preparing users for the Project's go live, help identify potential issues to stakeholder's transition to the Solution, and determine the impact of agency readiness activities.

The questionnaire will be sent only to those agencies participating in a given wave. Additional details about the readiness survey will be found in the Organizational Readiness Assessment Deliverable.

Creating and Monitoring the Master Readiness Workplan

The MRW will be an Excel-based tool that provides a comprehensive list of tasks that an agency will execute to help prepare for the transition to the Solution. A task is any activity or effort that an agency needs to complete before transitioning to the Solution (including activities such as meetings, workshops, assessments, and workbooks). The MRW will contain statewide tasks and agency tasks specific to each wave. Portions of the MRW will be used as the basis for agency bi-weekly touchpoints.

The MRW will be organized and aligned with organizational readiness activities. Organization may include the following areas:

- Agency Readiness activities – Activities that help prepare agencies for the transition to the Solution (such as role mapping agency end users to Solution roles).
- Agency Sponsorship activities – Activities that engage and help agency leadership understand and commit to the Solution (such as Sponsor Briefing meetings).
- Business Process Standardization (BPS) activities – Activities that are needed from the agencies to design the solution, including providing and validating configuration values (such as completion of the configuration workbooks and participation in User Acceptance Testing).
- Communication activities – Activities that inform the stakeholders about the Project or the solution.
- Systems and Data Strategy (SDS) activities – Activities that prepare the agencies' hardware, software, and network, as well as support agencies in moving their data from their legacy system to the Solution (such as building system interfaces and completing conversion workbooks).
- Training activities – Activities that support agencies in learning and understanding the Solution (such as end user training).

The MRW is a living document that will be maintained and updated by the Agency Readiness Team throughout each wave.

It is recommended that the MRW be made available to all agencies beginning during Pilot. This will provide agencies with increased Project awareness and allow them to start on tasks ahead of schedule. Additional details about the MRW will be provided in the Organizational Readiness Plan Deliverable.

Compiling Agency Readiness Scorecards

The Agency Readiness Scorecard will be a monthly assessment of each agency's progress against the planned dates for the activities and tasks identified in the MRW. Readiness metrics,

based on the agency's status for tasks and activities in the MRW, will help inform how ready an agency is in transitioning to the Solution and help identify issues and risks early on, enabling mitigation strategies to be implemented.

Agency Readiness Scorecards will be produced monthly by the Agency Readiness Team starting in the Adopt Stage until go live. The Agency Readiness Scorecard will include current, upcoming (within the next month), and outstanding tasks from the MRW.

Agencies will complete Agency Readiness Scorecards only during their assigned wave. The Agency Readiness Scorecard will be described in more detail in the Organizational Readiness Plan Deliverable.

Conducting Business Process Workshops

BPWs will be walkthroughs of the business processes designed for the Solution. The focus of the workshops will be to educate agencies on how the Solution will be used to conduct the State's business and help the agencies understand process changes and their potential impacts. BPWs will be prepared and delivered by business process area.

During Pilot, BPWs will be part of Solution Analysis and Design activities and all identified agencies will attend the BPW sessions. The BPWs will be described in more detail in the Organizational Readiness Deliverable and the Solution Analysis and Design Strategy Deliverable.

Establishing Understanding

Understanding by agency leadership and the Change Champion Network, will be supported by informing agencies about the new business processes and system design through the agency readiness activities of:

- Wave Workshops;
- Workforce Transition Workshops; and
- Role Mapping Workshops.

Agency leadership and the Change Champion Network will demonstrate understanding of the change by informing their agency end users about the new business process and system designs. This information sharing will support the agency end user's awareness of the change.

Conducting Wave Workshops

Wave Workshops will build on the BPWs by introducing readiness activities that describe agency engagement throughout implementation and provide overviews of configurations, conversions, and interfaces/integrations.

Conducting Workforce Transition Workshops

Workforce Transition Workshops will review key processes presented in the BPWs to determine how these new processes will impact an agency's current workforce and operational procedures. Workforce Transition Workshops will be prepared by business process area and supported by the Change Impact Template to document an agency's specific business process impacts. The output of this tool will help plan for the internal agency effort needed to prepare their users for the Solution.

During Pilot, only identified Pilot agencies will attend the Workforce Transition Workshops and complete the Change Impact Template. The Workforce Transition Workshops will be described in more detail in the Workforce Transition Plan Deliverable.

Conducting Role Mapping Workshops

The Role Mapping Workshops will be used to educate the agencies on the new Solution end user roles, their function in the system, and how to assign agency end users to the new roles. Agencies will be provided two tools to help them complete their agency role mapping – the Role Mapping Handbook and the End User Role Mapping Spreadsheet.

The Role Mapping Handbook will provide a description of each role, the associated business processes, relationships to other roles, and workflow decisions. The End User Role Mapping Spreadsheet will be an Excel-based tool that agencies use to assign the appropriate role to the end users of their agency. The Project's Agency Readiness Team, with support from the BPS and SDS Tracks, will review completed End User Role Mapping Spreadsheets and will work with the agencies to adjust role assignments where potential internal control concerns are identified.

Role Mapping activities start in the Adapt Stage and continue into the Validate Stage. During Pilot, only identified Pilot agencies will attend the Role Mapping Workshops and complete the End User Role Mapping Spreadsheet. The Role Mapping Workshops will be described in more detail in the Workforce Transition Plan Deliverable.

Establishing Acceptance

Acceptance by agency leadership and the Change Champion Network is demonstrated through willingness and ability to communicate and support the agency end users by fostering conversations about the change and its impacts for their agency. Agency leadership and the Change Champion Network support agency end users' understanding of the change by facilitating the change impact conversations.

Conducting Leading Change Workshops

Leading Change Workshops will be used to prepare the agency managers and supervisors, who manage the agency end users, to lead their team through the system and internal impacts to their current procedures. Agencies will be provided Individual Change Discussion Guide templates as tools to help supervisors provide agency end users information about the new business procedures, technology, and changes they can expect. Each discussion guide will:

- Provide a description of the processes and key impacts to a specific business process area;
- Identify the Solution end user roles for the specific business process area; and
- Provide a description of the training and support that individuals will receive for that specific process area.

During Pilot, only identified Pilot agencies will attend the Leading Change Workshops and facilitate change discussions with their agency end users. The Leading Change Workshops will be described in more detail in the Workforce Transition Plan Deliverable.

Establishing Commitment

Commitment by agency leadership and the Change Champion Network is demonstrated through supporting their agency in completing the tasks necessary to go live. Agency Leadership and the Change Champion Network support agency end users' acceptance of the change by encouraging

participation in designated agency readiness tasks to prepare for the transition to the Solution. Commitment by agency end users is demonstrated through their willingness to use the Solution after go live.

Other Activities Impacting Organizational Readiness

The organizational readiness activities for the Solution are aligned to support BPS, SDS, and OCM work efforts. The Project will measure progress for all activities, however, below are a few activities that could impact readiness:

- Business process design;
- Configuration;
- End user role mapping;
- Design, build, and test of conversions;
- Design, build, and test of interfaces and integrations;
- User acceptance testing;
- End user training.

Figure 5 shows where each of these activities are planned to occur within the stages of a wave.

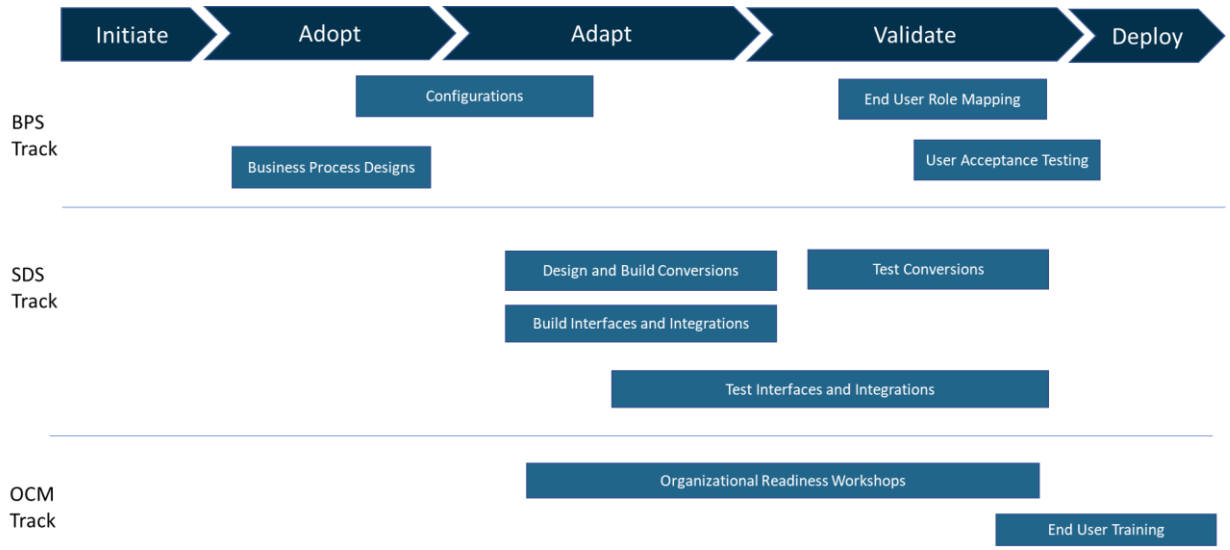

Figure 5: Timeline of Organizational Readiness Activities by Stage

Roles and Responsibilities

The roles and responsibilities specific to the Strategy Deliverable involve Project Team members and agency staff. The Project Team members that support organizational readiness are Project leadership (i.e., the Project Director and Deputy Project Director) and the OCM, BPS, and SDS Tracks. For agencies, organizational readiness is supported by the Change Champion Network, which includes Agency Sponsors, and agency end users. The roles and responsibilities of the Strategy are defined in Table 5.

Table 5: Roles and Responsibilities

Role	Responsibilities

Project Team (Overall)	• Support readiness activities for agencies to prepare for the Solution implementation
	  ○ Identify the activities
	  ○ Produce materials needed to support the activities
	  ○ Facilitate in-person or virtual sessions
	  ○ Monitor agencies in the completion of the activities

Project Leadership	• Provide input to, agree on, and support execution of the Strategy
OCM	• Develop, maintain, and report on organizational readiness activities • Manage the readiness assessments, the readiness tools, communications, and agency sponsor and stakeholder management activities
BPS and SDS	• Provide input into the organizational readiness activities • Support the development of the materials that pertain to their track • Actively collaborate on drafting communications for their track • Actively collaborate on review and feedback for agency activities that need functional or technical expertise • Support agency activities and workshops, as requested
Agency Sponsors	• Identify the agency's Agency Liaison • Support the Agency Liaison in identifying the rest of the agency's Change Champion Network • Support the Change Champion Network by fostering a positive work environment and offering resolutions to address competing activities • Collaborate with the Project Team to identify, mitigate, and resolve barriers as they arise • Aid in the completion of readiness activities needed to support the agency's transition to the Solution
Change Champion Network	• Manage readiness activities within their agency • Work with the OCM Track to accurately reflect progress and status on readiness activities, create mitigation plans for work that is trending off plan, and to manage internal stakeholders • Manage tasks, participate in Project readiness activities and workshops, and execute additional readiness activities specific to their agency
Agency End Users	• Participate in the readiness activities specific to agency end users such as surveys, agency activities and workshops, provision of subject matter expertise, and completion of training

Deliverable Maintenance Plan

This Strategy Deliverable is being developed during Pilot. After Pilot, the deliverable will become a WP to be reviewed at the beginning of each wave and revised, if necessary.

OCM will review the lessons learned from the effort to date before the beginning of each wave to determine which lessons can be incorporated into that wave. Additionally, OCM will incorporate lessons learned during Agency Solution Confirmation.