AHCA Florida Health Care Connections (FX)

Organizational Change Management (OCM) Standards – Work Instructions

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Revision History

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Modifications to the approved baseline version (100) of this artifact must be made in accordance with the FX Artifact Management Standards.

Quality Review History

DATE	REVIEWER	COMMENTS
10/29/2022	FX Program Administration and Independent Validation & Verification	Conducted peer review/QC review

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SECTION 1 INTRODUCTION

1.1 BACKGROUND

The Florida Agency for Health Care Administration (AHCA or Agency) is adapting to the changing landscape of healthcare administration and increased use of the Centers for Medicare and Medicaid Services (CMS) Medicaid Information Technology Architecture (MITA) to improve the administration and operation of the Florida Medicaid Enterprise. The current Florida Medicaid Enterprise is complex; it includes services, business processes, data management and processes, technical processes within the Agency, and interconnections and touchpoints with systems necessary for administration of the Florida Medicaid program that reside outside the Agency. The future of the Florida Medicaid Enterprise integration is to allow the Agency to secure services that can interoperate and communicate without relying on a common platform or technology.

The Florida Medicaid Management Information System (FMMIS) has historically been the central system within the Florida Medicaid Enterprise; functioning as the single, integrated system for claims processing and information retrieval. As the Medicaid program has grown more complex, the systems needed to support the Florida Medicaid Enterprise have grown in number and complexity.

The Medicaid Enterprise System (MES) Procurement Project was re-named Florida Health Care Connections (FX) in the summer of 2018. FX is a multi-year transformation to modernize the current Medicaid technology using a modular approach, while simultaneously improving overall Agency functionality and building better connections to other data sources and programs.

1.2 PURPOSE

FX is comprised of multiple projects including ***Integration Services Integration Platform (IS/IP), Enterprise Data Warehouse (EDW), Unified Operations Center (UOC), Provider Service Module (PSM), Claims,*** and ***Encounters Processing (CORE) and Pharmacy Benefits Management (PBM)***.

Each of the FX projects has a separate vendor who brings their expertise to enable the proposed solutions. Each vendor also works with the Agency FX team who applies a set of standards for the program's implementation. This cross teaming creates a level of complexity on the FX Program that could translate into confusion for impacted stakeholders.

The Organizational Change Management (OCM) Standards is a repeatable set of processes with templates that serves as guidance for anyone responsible for people change on a given project. Leveraging the OCM Standards helps facilitate consistent change management implementations.

1.3 Scope Statement

Organizational Change Management (OCM) refers to a series of activities that are conducted to address the people-side of a change initiative. OCM promotes ongoing employee/stakeholder engagement, customized change management plans, and reusable tools to assist with successful long-term results. Done correctly, it assists with reducing the level of disruption in organizations to the changes in the way work is done while maximizing the positive effects of these changes.

The scope of FX OCM has the following components:

- **Stakeholder Coordination** - focuses on working with all impacted people – both internal and external to the Agency – to understand and be engaged with the change.
- **Communications** - supports OCM efforts to build understanding and drive adoption of the changes being made.
- **Training** - focuses on ensuring end users have the necessary knowledge, skills, and abilities (KSAs) they need to transition and be successful in a new environment.
- **Organizational (Re) Design** - determines how the structure and workforce will be organized to support business functions in the new environment.
- **Implementation Logistics** - The work associated with this key area entails assessing the business operations' readiness for the impending changes.

Exhibit 1.3-1: FX OCM Scope Components

The OCM Standards is part of the FX standards and executes the FX OCM Scope. The OCM Standards applies to all FX projects and is to be adhered to by all FX vendor and Agency resources.

1.4 GOALS AND OBJECTIVES

The primary goal of the OCM Standards is to drive consistency in OCM execution via a set of work instructions that will lead OCM resources (vendor or Agency) through the artifacts and activities needed to deliver on the people side of a project. The following objectives support this goal:

Objective #1 – Introduce the OCM Standards processes including inputs, outputs, activities, and roles

Objective #2 – Describe how to execute the Standards processes using templates and tools

Objective #3 – Describe roles and responsibilities for execution of OCM activities

SECTION 2 OCM STANDARDS – OVERVIEW

2.1 PHASES - HIGH LEVEL PROCESSES

The OCM Standards is a logical journey from project discovery through to project delivery with the focus on how to help individuals, groups and organizations adopt change.

The OCM Standards consists of six (6) phases each of which is comprised of sub-processes and steps. At a high level, the phases are required and must be completed sequentially. However, the sub-processes, lower-level tasks and templates can be customized to suit the project itself.

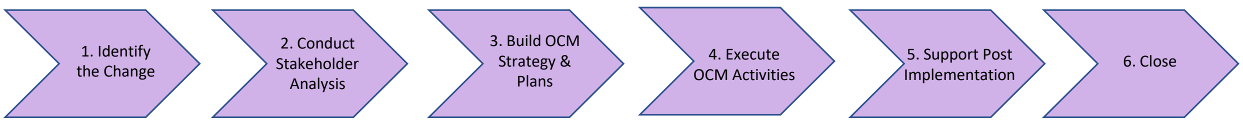

Exhibit 2.1-1: Phases - High Level Processes

2.2 BEST PRACTICE AND FX STANDARDS ALIGNMENT

The AHCA OCM Standards was developed to align with industry best practices used by AHCA, including the Project Management Body of Knowledge (PMBOK) and the Association of Change Management Professionals (ACMP), as well as with FX standards including the FX Project Life Cycle (FXPLC).

This alignment facilitates the integration of OCM with the larger FX program to best facilitate the management of people impacts across FX project implementations.

PMBOK	Initiating		Planning		Executing			Closing	
FX Project Life Cycle (FXPLC)	Initiation, Concept & Panning				Requirements Analysis & Design	Development & Test	Implementation	Operations & Maintenance	Disposition
AHCA OCM Standards	1. Identify the Change	2. Conduct Stakeholder Analysis	3. Build OCM Strategy and Plans		4. Execute OCM Activities			5. Support Post Implementation	6. Close
ACMP	Evaluate Impact & Readiness		Formulate Strategy	Develop Plans	Execute				Close

Exhibit 2.2-1: Best Practice and FX Standards Alignment

SECTION 3 OCM STANDARDS – PHASE BREAKDOWNS

3.1 PHASE - IDENTIFY THE CHANGE

In ***Identify the Change***, the pending change is defined by key distinguishing factors and summarized for use in the execution of downstream change activities. This phase consists of the subprocesses: ***Determine Change Event, Determine Change Reason, Determine Change Type(s), Determine Change Scope, Determine Change Timing,*** and ***Draft Change Identification Summary***.

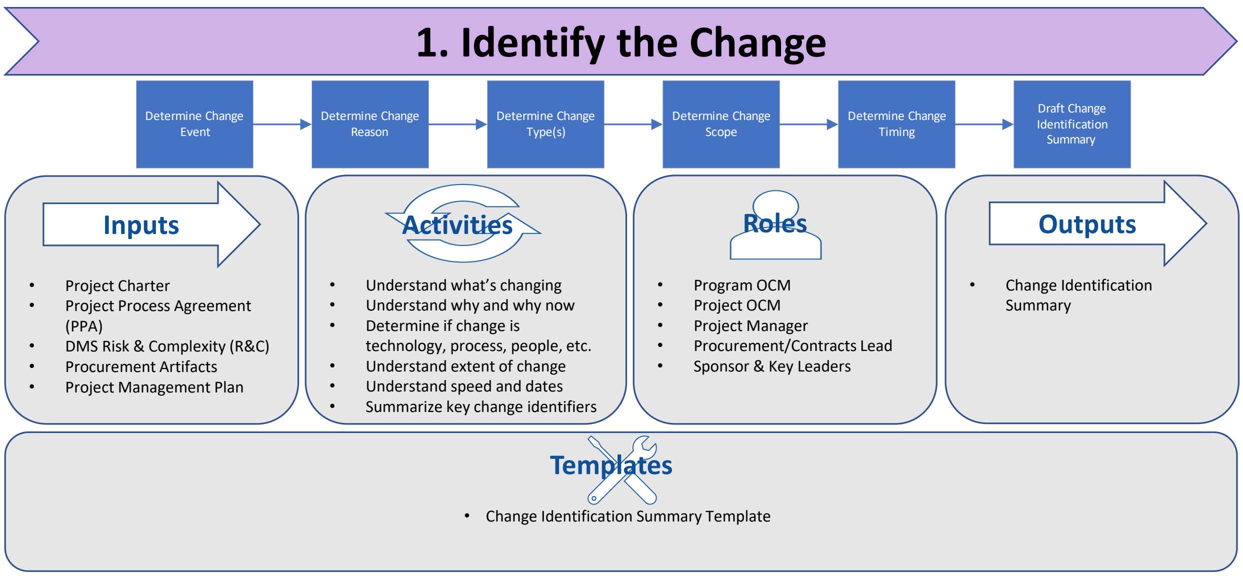

Exhibit 3.1-1: Identify the Change

3.1.1 INPUTS

Once a new project has been authorized, the assigned Project OCM Lead, must ascertain details about the project from a people perspective. To do so the following inputs are obtained by engaging the Project Manager and other resources as needed.

Process	Inputs	Usage
Determine Change Event	Charter, Procurement Artifacts, Project Management Plan	Used to understand what is changing with the project and the target outcomes of the project
Determine Change Reason	Charter, Project Process Agreement (PPA), DMS Risk & Complexity (R&C)	Used to understand why the project is being undertaken and why at the given point in time
Determine Change Type(s)	Charter, Procurement Artifacts	Used to categorize what is changing because of the project
Determine Change Scope	Charter, Project Process Agreement (PPA), DMS Risk & Complexity (R&C)	Used to understand how far the project extends within the organization
Determine Change Timing	Charter, Procurement Artifacts, Project Management Plan, Project Schedule	Used to understand the projects dates and timing
Draft Change Identification Summary	Change Event, Change Reason, Change Type(s), Change Scope, Change Timing	Used to fill out the Change Identification Summary

3.1.2 ACTIVITIES

Once the Project OCM Lead has obtained the necessary inputs the following activities are completed.

Process	Activities
Determine Change Event	Discuss with PM, and Procurement Lead as needed; summarize the Change Event
Determine Change Reason	Discuss with PM, Sponsor and Procurement Lead as needed; summarize the Change Reason
Determine Change Type(s)	Discuss with PM, and Procurement Lead as needed; summarize the Change Type (s) as Skillset, Roles & Responsibilities, Knowledge, People, and/or Technology
Determine Change Scope	Discuss with PM; summarize the extent of the project inclusive of high-level groups, systems, and areas that will be subject to change
Determine Change Timing	Discuss with PM, and Procurement Lead as needed; summarize the Change Timing including project start/end dates and if the change is radical vs incremental
Draft Change Identification Summary	Consolidate the Change Event, Change Reason, Change Type(s), Change Scope, and Change Timing in the Change Identification Summary

3.1.3 Roles

The roles performing activities or engaged for ***Identify the Change*** include:

- Project OCM Lead – responsible for completing all OCM activities
- Project Manager – provides requested information to the Project OCM Lead including the Project Charter, Project Management Plan, and the Project Schedule
- Procurement Lead – provides requested information to the Project OCM Lead including Procurement documents and contracts

3.1.4 Templates

The template that the Project OCM Lead will use within ***Identify the Change*** is the

- Change Identification Summary

3.1.5 Outputs

Identify the Change produces the following outputs:

- The Change Identification Summary completed with:
  - What the change to the business environment
  - Why the change and why it's happening at this moment in time
  - When the change will be completed
  - What will be impacted by the change
  - Who will be impacted by the change

3.2 PHASE – CONDUCT STAKEHOLDER ANALYSIS

Conduct Stakeholder Analysis captures the perspective of the groups (internal and external) that are impacted by the project and identifies any barriers to change. This is used to inform the OCM Strategy and supporting action plans to facilitate the change roll-out. This phase consists of the subprocesses: ***Identify Stakeholders, Interview Stakeholder Leadership, Survey Stakeholder Staff, Determine Stakeholder Readiness, Determine Change Risk,*** and ***Document Stakeholder Analysis***.

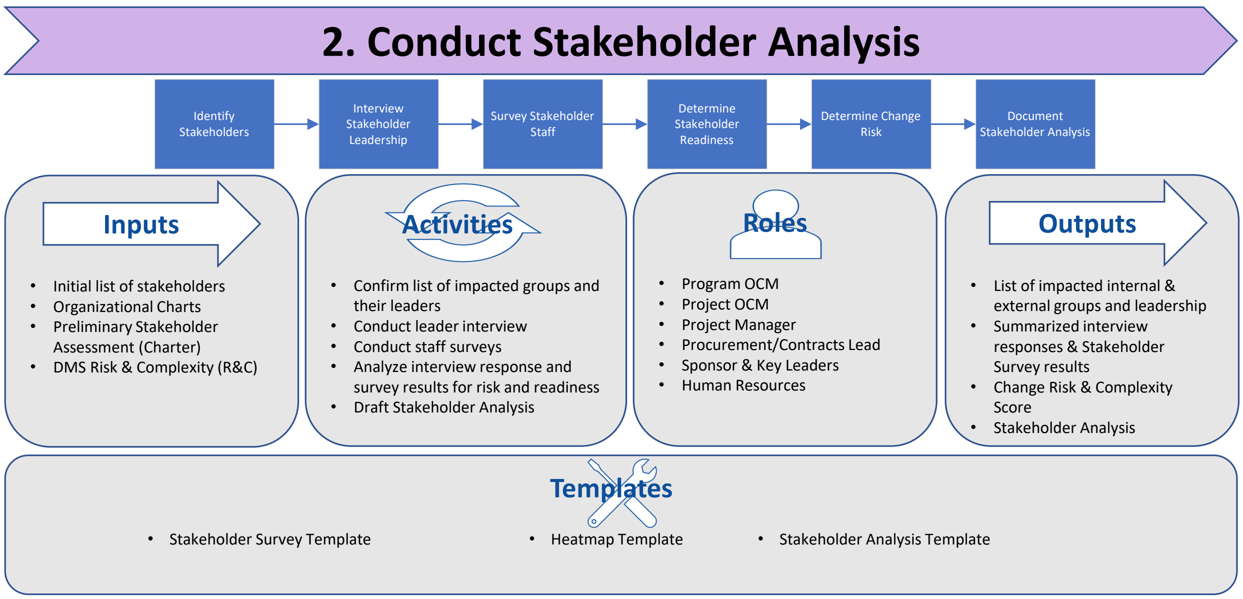

Exhibit 3.2-1: Conduct Stakeholder Analysis

3.2.1 INPUTS

After the change has been identified, the assigned Project OCM Lead, must ascertain details about the stakeholders that are impacted by the change. To do so the following inputs are obtained by engaging the Project Manager and other resources as needed.

Process	Inputs	Usage
Identify Stakeholders	Organizational Charts, Meetings, prior or existing list of stakeholders; Preliminary Stakeholder Assessment (Charter)	Used to understand who the organization, groups and individuals that will receive the project outcomes
Interview Stakeholder Leadership	List of leaders, contact information	Used to contact the appropriate leaders and to gather their perspective on the project
Survey Stakeholder Staff	Staff distribution lists	Used to understand the staff's perspective on the project
Determine Stakeholder Readiness	Summarized interview responses, summarized survey results	Used to understand the readiness level of the organization and any change barriers
Determine Change Risk	Change Identification Summary, DMS Risk & Complexity Score	Used to understand the level of change risk on the project
Document Stakeholder Analysis	Change Readiness Level, Risk & Complexity Score, Heatmap	Used summarize the Stakeholder Analysis

3.2.2 ACTIVITIES

Once the Project OCM Lead has obtained the necessary inputs the following activities are completed.

Process	Activities
Identify Stakeholders	Confirm list of impacted groups and their leaders
Interview Stakeholder Leadership	Create a list of interview questions for leadership; Conduct leader interviews
Survey Stakeholder Staff	Create a stakeholder survey for the project; Distribute the survey for staff completion
Determine Stakeholder Readiness	Analyze interview response and survey result for the readiness level
Determine Change Risk	Review the DMS R&C to ascertain change risk level
Document Stakeholder Analysis	Draft Stakeholder Analysis

Note: *On FX, Stakeholder Analysis was conducted at the program level. Please review any existing information to complete applicable activities first. Should there be any information gaps, proceed with the process as specified.*

3.2.3 Roles

The roles performing activities or engaged for ***Conduct Stakeholder Analysis*** include:

- Project OCM Lead – responsible for completing all OCM activities
- Project Manager – provides requested information to the Project OCM Lead including the Project Charter with the Preliminary Stakeholder Assessment, DMS Risk & Complexity (R&C) Assessment, Project Management Plan, and the Project Schedule
- Procurement Lead – provides requested information to the Project OCM Lead including Procurement documents and contracts
- Project Sponsor – initial list of leaders and contact information

3.2.4 Templates

The template that the Project OCM Lead will use within ***Conduct Stakeholder Analysis*** is the

- Stakeholder Analysis Template including:
    - Heatmap (Change Impact Analysis) Template
    - Stakeholder Survey Template

3.2.5 Outputs

Conduct Stakeholder Analysis produces the following outputs:

- List of impacted Internal Groups/Departments/Bureaus and their leadership, External Organizations, and their points of contact
- Summarized interview responses
- Summarized survey results
- Stakeholder Heatmap (impact HML)
- Change Readiness Level
- Change Risk Level
- Stakeholder Analysis

3.3 BUILD OCM STRATEGY AND PLANS

Build OCM Strategy and Plans uses the identified change details and the completed stakeholder analysis to develop the best approach and detailed action plans for leading the affected groups through the change. This phase consists of the subprocesses: ***Determine People Change Approach, Draft OCM Strategy, Draft Communications Plan, Draft Stakeholder Engagement Plan, Draft Workforce Transition Plan, Draft Training Plan, Draft OCM Project Schedule, Establish Readiness Criteria,*** and ***Draft OCM Status Report***.

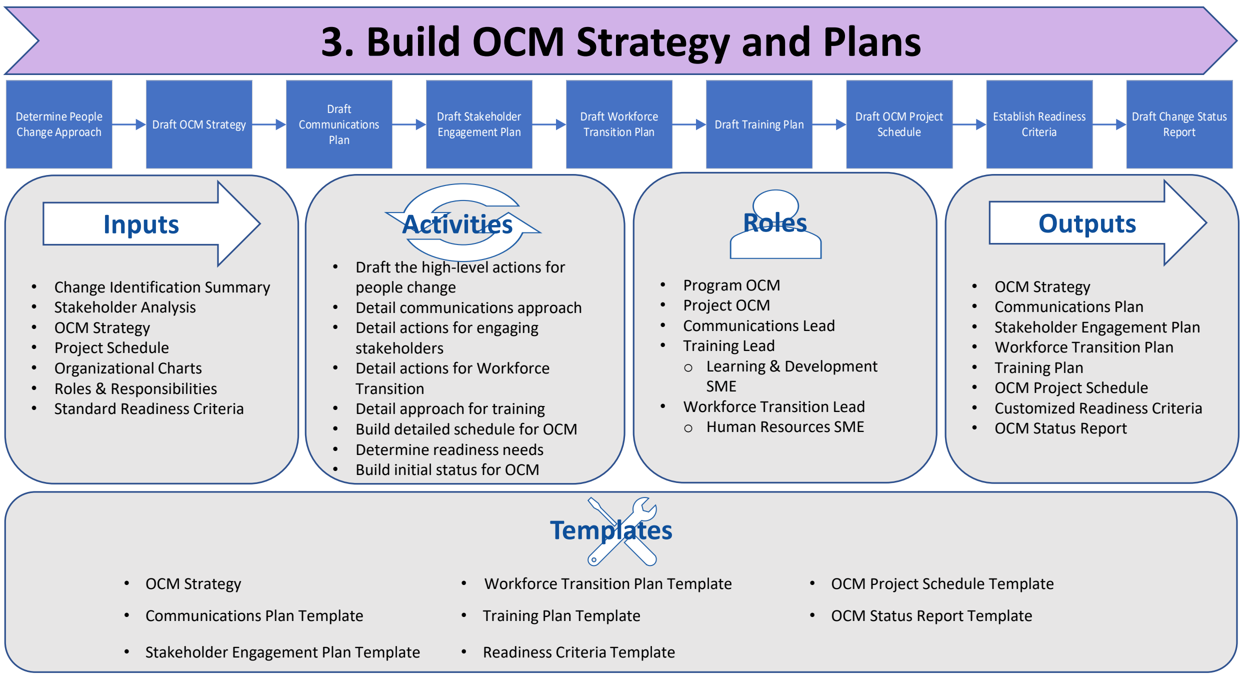

Exhibit 3.3-1: Build OCM Strategy and Plans

3.3.1 Inputs

Once analysis of the change and stakeholders are completed, the OCM Team creates a customized approach to deliver on the people side of the change. To do so the following inputs are leveraged. Note, that inputs are from the prior phase and/or created within in the current phase.

Process	Inputs	Usage
Determine People Change Approach	Change Identification Summary, Stakeholder Analysis	Understand the change and stakeholders to create the best route for people change preparation
Draft OCM Strategy	Change Identification Summary, Stakeholder Analysis	Pull summaries and tactics identified into the OCM Strategy template
Draft Communications Plan	Stakeholder Analysis, OCM Strategy	Ascertain how best to communicate the change and increase awareness
Draft Stakeholder Engagement Plan	Stakeholder Analysis, OCM Strategy	Ascertain how best to bring in stakeholders and gain support for the change
Draft Workforce Transition Plan	Stakeholder Analysis, OCM Strategy, Organizational Charts	Ascertain how best to model the organization for the change
Draft Training Plan	Stakeholder Analysis, OCM Strategy, Roles & Responsibilities	Ascertain how best to build stakeholder capabilities for the change
Draft OCM Project Schedule	Stakeholder Analysis, OCM Strategy	Create a work breakdown of activities needed to complete strategy and plans
Establish Readiness Criteria	Stakeholder Analysis, OCM Strategy, Standard Readiness Criteria	Determine the appropriate readiness checks for the project
Draft OCM Status Report	OCM Team activities	Build the initial OCM status of the project

3.3.2 Activities

Once the Project OCM Lead has produced the necessary inputs the following activities are completed.

Process	Activities
Determine People Change Approach	Using what is known about the change and the impacted groups, form the approach for getting people ready for the pending change
Draft OCM Strategy	Document the high-level actions to be taken over the course of the project and why those actions are most appropriate
Draft Communications Plan	Document the detailed approach for messaging impacted stakeholders about the change
Draft Stakeholder Engagement Plan	Document relevant interactive and collaborative activities to prepare impacted stakeholders for the change
Draft Workforce Transition Plan	Document a detailed approach to adjust the organization to meet the needs of the change
Draft Training Plan	Document a detailed approach to increase knowledge skills and abilities needed for the change
Draft OCM Project Schedule	Document schedule of OCM activities; integrate OCM activities into the overall project schedule in partnership with the Project Manager
Establish Readiness Criteria	Document customized criteria as needed for the change

Draft OCM Status Report	Initiate the project specific OCM status report

3.3.3 Roles

The roles performing activities or engaged for ***Build OCM Strategy and Plans*** include:

- Project OCM Lead – documents the OCM Strategy and provides the detailed Stakeholder Engagement Plan, the OCM Project Schedule and Customized Readiness Criteria
- Program OCM – provides information from a program-level for consideration
- Communications Lead – provides the high-level approach to communications and the detailed Communications Plan
- Training Lead – provides the high-level approach to training and the detailed Training Plan
- Learning and Development SME – provides inputs as needed by the Training Lead
- Workforce Transition Lead – provides the high-level and the detailed approach to Workforce Transition Plan
- Human Resources SME – provides input as needed by the Workforce Transition Lead

3.3.4 Templates

The templates that the OCM Team will use within ***Build OCM Strategy and Plans*** include:

- OCM Strategy and Plans Template
- Communications Plan Template including
    - Communications Plan Matrix Template
- Stakeholder Engagement Plan Template
- Workforce Transition Plan Template
- Training Plan Template
- OCM Project Schedule Template
- Readiness Criteria Template
- OCM Status Report Template

3.3.5 Outputs

Build OCM Strategy and Plans produces the following outputs:

- OCM Strategy
- Communications Plan including
    - Communications Plan Matrix
- Stakeholder Engagement Plan
- Workforce Transition Plan
- Training Plan
- OCM Project Schedule
- Customized Readiness Criteria
- OCM Status Report

3.4 Execute OCM Activities

During ***Execute OCM Activities***, the OCM Team participate on various aspects of the project, partnering with other project resources to work through the detailed change action plans developed in the prior phase. This phase consists of the subprocesses: ***Execute Communications Plan, Execute Stakeholder Engagement Plan, Execute Workforce Transition Plan, Execute Training Plan, Capture Change Impacts, Monitor OCM Project Schedule, Update OCM Status*** and ***Assess Readiness***.

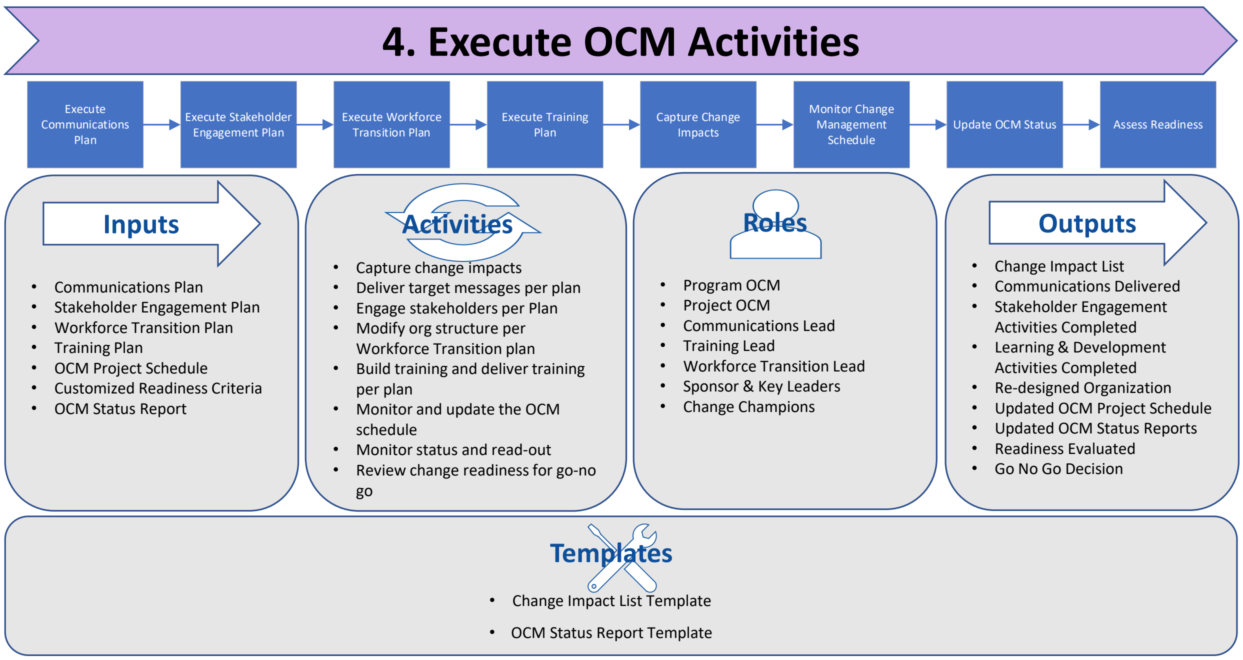

Exhibit 3.4-1: Execute OCM Activities

3.4.1 Inputs

Once the OCM Team has created the customized actions plans, they will begin to prepare people for the change through execution of the plans. To do so the following inputs are leveraged.

Process	Inputs	Usage
Execute Communications Plan	Communications Plan	Used distribute targeted messages to the appropriate audiences with a focus on increasing awareness of the pending change
Execute Stakeholder Engagement Plan	Stakeholder Engagement Plan	Used to conduct targeted sessions and outreach to the appropriate audience with a focus on increasing support for the change
Execute Workforce Transition Plan	Workforce Transition Plan	Used to re-model the organization in support of the change
Execute Training Plan	Training Plan	Used to conduct targeted training to the appropriate audiences with a focus on building capabilities to perform the change
Capture Change Impacts	Requirement sessions, Business Requirement, Functional Requirements	Used to understand the details of what's changing from current state to future state
Monitor OCM Project Schedule	OCM Project Schedule	Used to track completion of OCM activities over the course of the project
Update OCM Status	OCM Status Report	Used to report status of OCM activities over the course of the project
Assess Readiness	Customized Readiness Criteria	Used to determine readiness for change implementation a given time

3.4.2 Activities

Once the OCM Team has produced the necessary inputs the following activities are completed.

Process	Activities
Execute Communications Plan	Deliver target messages to verified recipients per plan
Execute Stakeholder Engagement Plan	Conduct sessions and outreach with verified stakeholders per plan
Execute Workforce Transition Plan	Modify workforce structure per plan
Execute Training Plan	Build and deliver training to verified recipients per plan
Capture Change Impacts	Capture change impacts: update training, communications and stakeholder engagement as needed to ready people for the impacts
Monitor OCM Project Schedule	Monitor and update the OCM schedule
Update OCM Status	Monitor status and read-out
Assess Readiness	Review change readiness for Go/No-Go

3.4.3 Roles

The roles performing activities or engaged for ***Execute OCM Activities*** include:

- Project OCM Lead – executes the detailed Stakeholder Engagement Plan, capture OCM Change Status, updates the OCM Project Schedule and ensures that all OCM activities are completed
- Program OCM – provides information from a program-level for consideration
- Communications Lead – executes the detailed Communications Plan
- Training Lead – captures Change Impacts and executes the detailed Training Plan
- Workforce Transition Lead – executes the detailed approach to Workforce Transition Plan
- Sponsor – approves and participates in the execution of change activities targeting senior leadership
- Key Leaders - participates in and oversees the cascade of approved change activities within their organizations
- Change Champions – participates in the execution of approved change activities within their respective teams

3.4.4 Templates

The templates that the OCM Team will use within ***Execute OCM Activities*** include:

- Communications Plan including
    - Communications Plan Matrix
- Stakeholder Engagement Plan Template
- Workforce Transition Plan Template
- Training Plan Template
- OCM Project Schedule Template
- Readiness Criteria Template
- OCM Status Report Template
- Change Impacts List Template

3.4.5 Outputs

Execute OCM Activities produces the following outputs:

- Delivered OCM messages
- Completed Stakeholder interactive activities
- Re-designed organizational model
- Completed learning and development activities
- Updated OCM Project Schedule
- Readiness evaluated
- Updated OCM Status Reports
- Go/No-Go decision

3.5 Support Post Implementation

During ***Support Post Implementation***, the OCM Team works with the Project Team during the warranty period to field any people change related issues and to track adoption. This phase consists of the subprocesses: ***Monitor Adoption, Identify and Categorize OCM Issues,*** and ***Execute OCM Resolution Tactics***.

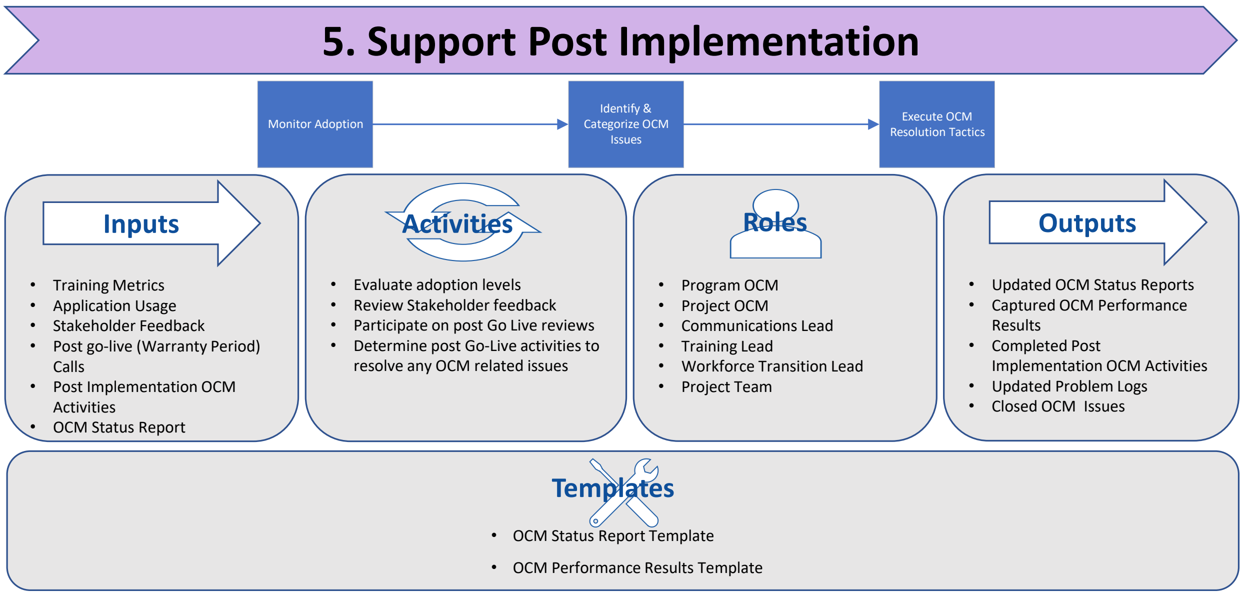

Exhibit 3.5-1: Support Post Implementation

3.5.1 Inputs

Upon Go-Live OCM focuses on sustainability by checking adoption levels and providing support during the warranty period. To do so the following inputs are leveraged.

Process	Inputs	Usage
Monitor Adoption	Training Metrics, Application Usage, Stakeholder Feedback	Used to understand if stakeholders have prepared for working with the change and have adapted to the change
Identify & Categorize OCM Issues	Post go-live (Warranty Period) Calls	Used to understand any people change related issues with the implementation
Execute OCM Resolution Tactics	Post Implementation OCM Activities, OCM Status Report	Used to mitigate any people change related issues and to provide updates on post implementation OCM activities

3.5.2 Activities

Once the OCM Team has obtained the necessary inputs the following activities are completed.

Process	Activities
Monitor Adoption	Evaluate adoption levels based on training completions, application usage and feedback
Identify & Categorize OCM Issues	Participate on post Go Live reviews to capture people change issues
Execute OCM Resolution Tactics	Determine post Go-Live activities (e.g. engagement, training, or communications) to resolve any issues categorized as OCM

3.5.3 Roles

The roles performing activities or engaged for ***Support Post Implementation*** include:

- Project OCM Lead – responsible for completing all OCM activities in partnership with OCM and project resources; participates on Post-Go Live (Warranty Period) calls to categorize and help resolve people change issues
- Program OCM – provides information from a program-level for consideration
- Communications Lead – provides input and resolution tactics for communications as needed
- Training Lead – provides input and resolution tactics for training as needed
- Workforce Transition Lead – provides input and resolution tactics for Workforce Transition as needed
- Project Team – hosts and participates on Post-Go Live (Warranty Period) calls to capture any stakeholder implementation issues

3.5.4 Templates

The templates that the OCM Team will use within ***Support Post Implementation*** include:

- OCM Status Report Template
- OCM Performance Results Template

3.5.5 Outputs

Support Post Implementation produces the following outputs:

- Updated OCM Status Reports
- Captured OCM Performance Results
- Completed Post Implementation OCM Activities
- Updated Problem Logs
- Closed OCM Issues

3.6 Close

Close ensures that all OCM activities have been completed, that artifacts are stored and transitioned to operations (e.g. training materials), validates that change outcomes are tracking and that the proper support is in place for ongoing adoption. Additionally, improvement opportunities are captured via lessons learned. This phase consists of the subprocesses: ***Archive OCM Artifacts, Conduct Lessons Learned,*** and ***Obtain Closure Approval***.

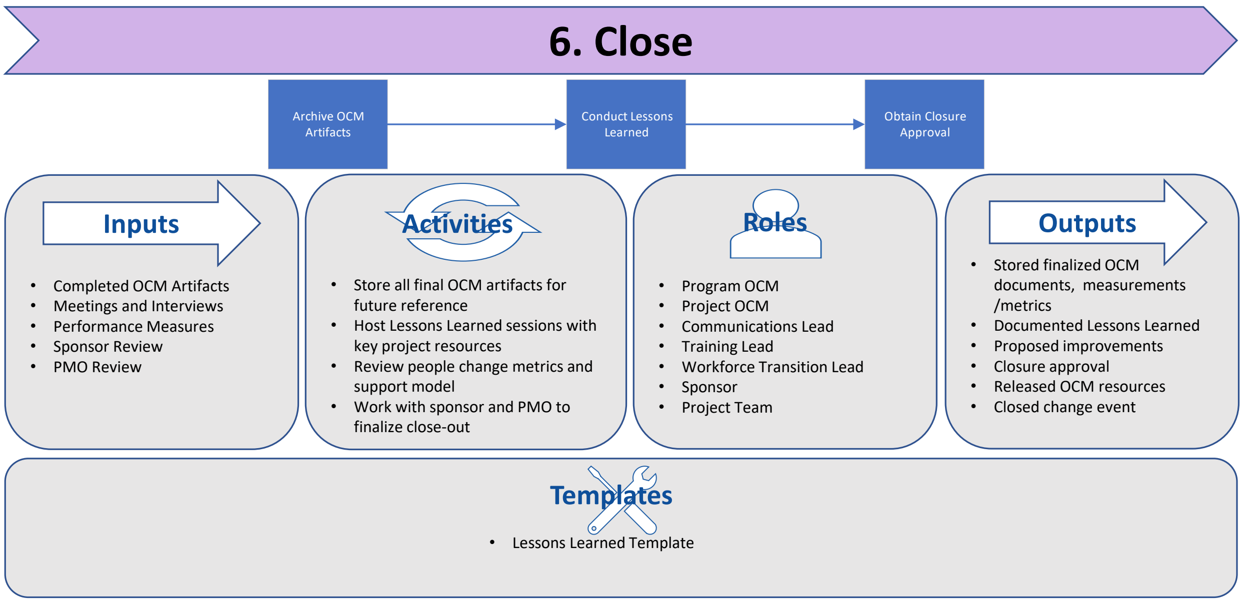

Exhibit 3.6-1: Close

3.6.1 Inputs

Once the projects warranty period has completed, the Project OCM Lead wraps up the OCM engagement using the following inputs.

Process	Inputs	Usage
Archive OCM Artifacts	Completed OCM Artifacts, Performance Measures	Used to verify that all OCM activities have completed and that the outcomes of the project are tracking as measured by adoption metrics
Conduct Lessons Learned	Meetings and Interviews	Used to capture feedback and improvement opportunities on the OCM processes
Obtain Closure Approval	Sponsor Review, PMO Review	Used to ensure agreement with close-out and subsequent release of OCM resources from the project

3.6.2 Activities

Once the Project OCM Lead has obtained the necessary inputs the following activities are completed.

Process	Activities
Archive OCM Artifacts	Store all final OCM artifacts for future reference; Review people change metrics and support model to track sustainability
Conduct Lessons Learned	Host Lessons Learned sessions with key project resources
Obtain Closure Approval	Work with sponsor and PMO to finalize close-out

3.6.3 Roles

The roles performing activities or engaged for ***Close*** include:

- Project OCM Lead – responsibility for conducting all OCM activities and reviewing people change metrics
- Program OCM – provides information from a program-level for consideration
- Communications Lead – provides evidence of completed Communications activities and feedback for future projects
- Training Lead – provides evidence of completed Training activities and feedback for future projects
- Workforce Transition Lead – provides evidence of completed Workforce Transition activities and feedback for future projects
- Sponsor – reviews and approves closure
- Project Team – shares operational support model, provides input to lessons learned and participates on closure review

3.6.4 Templates

The templates that the OCM Team will use within ***Close*** include:

- Lessons Learned Template

3.6.5 Outputs

Close produces the following outputs:

- Stored, finalized OCM documents and measurements /metrics
- Documented Lessons Learned
- Proposed improvements
- Closure approval
- Released OCM resources
- Closed change event

SECTION 4 ADDITIONAL RESOURCES

4.1 OCM Roles and Responsibilities

The multiple projects and different teams assembled on the FX Program, necessitates clearly delineated roles and responsibilities for OCM execution.

On the FX program, it has been determined that the Agency will retain oversight of OCM activities, including reviews, approvals, status checks, and validation of cross-program integration. The vendors, therefore, are responsible for all OCM activities for their technology products in each FX project.

In addition to Vendor and Agency, roles are further delineated by Program Level and Project Level:

- **Program Level** - A program is defined as a set of projects that are executed simultaneously to achieve the strategic goals of an organization. FX is managed as a program and as such has program level OCM resources assigned to manage people change activities strategically across FX. Resources at the program level are Agency only and are responsible for working with their project counterparts on all FX projects.
- **Project Level** - OCM resources manage and execute change activities tactically per FX project. Resources at the project level can be vendor and/or Agency staff that perform OCM activities or might be engaged by the OCM team on a project. ***Note, although at a project level, resources are expected to seek out and understand interdependencies with other FX projects and adjust activities accordingly.***

4.2 Responsible, Accountable, Consulted, and Informed (RACI) Chart

The Responsible, Accountable, Consulted, and Informed (RACI) Chart below clarifies role engagement at a high level across the OCM Standards. It describes the participation of the various roles in executing the phases of the OCM Standards for a given project.

Roles	Identify the change	Conduct Stakeholder Analysis	Build OCM Strategy & Plans	Execute OCM Activities	Support Post Transition	Close
Program OCM Lead	A	A	A	A	A	A
Program Communications Lead	I	C	R	R	R	C
Project OCM Lead	R	R	R	R	R	R
Communications Lead	I	C	R	R	R	C
Training Lead	I	C	R	R	R	C
Workforce Transition Lead	I	C	R	R	R	C
Sponsor	C	C	C	C	C	C
Project Manager	C	C	C	C	C	C
Project Team	C	C	C	C	C	C
SMEs	I	I	I	I	I	I
Stakeholders	I	I	I	I	I	I
Change Champions	I	I	I	R	R	I

Exhibit 4.1-1: RACI Chart

4.3 TEMPLATES

The OCM Standards provides templates to accompany key activities per change event. These templates are prepared by OCM Team members according to their roles and responsibilities. Each empty template includes tool tips to help guide completion and will help the OCM Team to consistently collect, analyze and document required OCM-related content. The templates can be found on the FX Projects Repository. Once completed, reviewed, and approved per FX standards, all plans should be placed in the project-specific folder in the FX Projects Repository. Note while templates are initiated and/or completed in specific phases, the content should be updated as needed over the course of the project's lifecycle. This will help to ensure ongoing alignment to target outcomes and relevancy of OCM activities.

The table below lists where each template is used (build and execution) by OCM Scope component and OCM Standards phase.

	ACHC OCM Standards Phases					
FX OCM Scope Components	**Identify the Change**	**Conduct SH Analysis**	**Build OCM Strategy and Plans**	**Execute OCM Activities**	**Support Post Transition**	**Close**
Stakeholder Coordinbation		Stakeholder Analysis (with Heatmap, Readiness Assessment)	Stakeholder Engagement Plan	Stakeholder Engagement Plan		
Communications			Communications Plan	Communications Plan		
Organizational Design			Workforce Transition Plan	Workforce Transition Plan		
Training			Training Plan (with Training Needs Analysis, Training Curriculm)	Change Impact List Training Plan		
Implementation Logistics	Change Identification Summary		OCM Project Schedule Readiness Criteria OCM Status Report	OCM Project Schedule OCM Status Report Readines Criteria	OCM Status Report OCM Performance Results	Lessons Learned (FX Project)

Exhibit 4.3-1: Templates

4.4 GLOSSARY & TERMS

Terms and acronyms used by the OCM Standards can be found in the overall FX Project Glossary. To pull forward the subset of OCM specific terms, filter the glossary using "OCM".