

# Appeals Case Management System (ACMS) Deliverable Acceptance

This attached form is the deliverable acceptance form for the Appeals Case Management System (ACMS) Project. The purpose of the form is to have a formal acceptance of contractor deliverables; to ensure deliverables are tracked and all events are recorded; and to ensure a copy of each deliverable and all supporting materials are filed in the project library. Deliverable management is necessary to ensure the state only accepts deliverables that meet contract requirements and contractors are only paid for acceptable deliverables.

The deliverable is submitted for acceptance after the deliverable has been reviewed and approved through various project staff, users and stakeholders to ensure their needs will be met. Thus when this process is invoked, the deliverable should be complete and ready for signature. Reviews of early drafts are encouraged to ensure a smooth and timely final approval review.

## Appeals Case Management System (ACMS) Deliverable Acceptance Form

### Request for Acceptance

<b>Date:</b>	11/25/14
<b>Submitted By:</b>	Rick Murphy
<b>Submitted To:</b>	Manuel Romero
<b>Project:</b>	ACMS

**Deliverable Description:** The ACMS Organization Change Management Plan is to actively design, develop, and execute a strategy for preparing stakeholders for business, technical and cultural changes that occur as the result of the Appeals Case Management Project (ACMS) project.

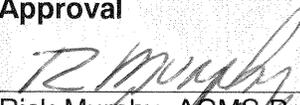
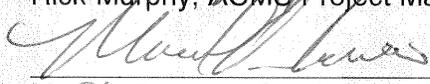
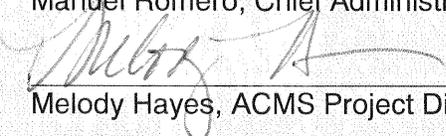
**Title of Deliverable:** Appeals Case Management System Organizational Change Management Plan, 11/25/14, Alexan Task 4.8

**Soft Copy Location:** DSS Common ACMS

**Due Date:** 11/26/14

**Reviewers (note comments not resolved):** None

#### Approval Signatures and Title:

Approval	Date
 Rick Murphy, ACMS Project Manager	11/26/14
 Manuel Romero, Chief Administrative Law Judge, SHD, CDSS	12-2-14
 Melody Hayes, ACMS Project Director	12/11/14

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### Signature for Pending Acceptance

Signature \_\_\_\_\_ Date \_\_\_\_\_

Name \_\_\_\_\_ Title \_\_\_\_\_

#### Rejection Comments:

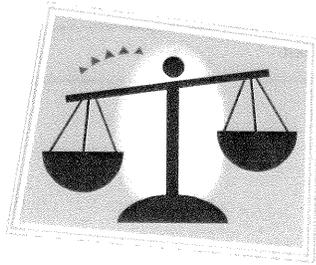
ACMS Organization Change Management Plan Deliverable Acceptance Form 11\_25\_14.docx





# Appeals Case Management System Project

## Organizational Change Management Plan



November 25, 2014

Version 1.0

Health and Human Services Agency, Office of Systems Integration

### Revision History

REVISION HISTORY			
REVISION #	DATE OF RELEASE	OWNER	SUMMARY OF CHANGES
1.0	11/21/2014	Carolyn Borden	Incorporate input into final plan.

### Approvals

NAME	ROLE	DATE
Rick Murphy	Project Manager	
Manuel Romero	Project Sponsor	
Melody Hayes	Project Director	

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## **1 INTRODUCTION**

### **1.1 Purpose**

The purpose of the Organizational Change Management (OCM) Plan is to actively design, develop, and execute a strategy for preparing stakeholders for business, technical and cultural changes that occur as the result of the Appeals Case Management Project (ACMS) project. Embracing and magnifying the positive aspects of change helps stakeholders align themselves with long term success in an organization's desired "future state". A well thought out and responsive OCM Plan significantly mitigates business disruption and facilitates the time it takes to adopt change; stakeholders are better prepared for and involved in achieving and sustaining those changes.

### **1.2 References**

#### **1.2.1 Best Practices Website**

For guidance on the Office of Systems Integration (OSI) project management methodologies, refer to the [OSI Best Practices Website \(BPWeb\)](http://www.bestpractices.osi.ca.gov) (<http://www.bestpractices.osi.ca.gov>).

In addition, the California Project Management Methodology (CA-PMM) information can be found at [http://www.cio.ca.gov/Government/IT\\_Policy/SIMM\\_17/index.html](http://www.cio.ca.gov/Government/IT_Policy/SIMM_17/index.html).

#### **1.2.2 Project Centralized Document Repository**

The ACMS Project will utilize a California Department of Social Services (CDSS) shared drive as the Project Centralized Document Repository.

The location of the Project Centralized Document Repository is: /cdss/common/ACMS. The project will move documents to OSI Clarity once that is available to the project staff.

OCM items that will be stored in the centralized document repository include, but are not limited to:

- OCM Plan
- OCM Meeting Minutes and Agendas
- OCM Memos
- OCM Status Reports
- OCM Templates
- OCM Frequently Asked Questions (FAQ's)

#### **1.2.3 External References**

- Project Management Body of Knowledge (PMBOK) Guide, 5rd Edition, Section 2.1 – Organizational Influences
- Office of the Chief Information Officer (OCIO) CA-PMM, Section 3.2 OCM Plan

### 1.3 Acronyms

ACRONYM	DESCRIPTION
ACMS	Appeals Case Management System
BPWeb	OSI Best Practices Website
CA-PMM	California Project Management Methodology
CDSS	California Department of Social Services
DD&I	Design, Development and Implementation
FAQs	Frequently Asked Questions
FSR	Feasibility Study Report
ISD	Information Systems Division
OCIO	Office of the Chief Information Officer
OCM	Organizational Change Management
OSI	Office of Systems Integration
PMBOK	Project Management Body of Knowledge
PMO	Project Management Office
RFP	Request for Proposal
SI	Systems Integrator
SME	Subject Matter Expert

### 1.4 Document Maintenance

This document will be reviewed periodically and updated as needed, as the project proceeds through each phase of the system development life cycle.

This document contains a revision history log. When changes occur, the document's revision history log will reflect an updated version number as well as the date, the owner making the change, and change description.

## 2 ORGANIZATIONAL CHANGE MANAGEMENT PLANNING

OCM planning encompasses all the activities an organization needs to undertake to successfully accept and adopt new business models, strategies and any new technologies for supporting them. Successful OCM addresses stakeholder concerns, provides good communications, and assures adequate training and staff acquisition planning in preparation for organizational change. Understanding and effectively implementing change allows transformation of strategy, business process, technology, and people into achieving performance and enhancing continual improvement in a dynamically changing environment. An OCM Plan provides a structured approach to

educate and inform management and staff on what is changing, and to ensure staff are enrolled and enabled to support the change.

## **2.1 Principles of Organizational Change Management**

A principled approach to communicating and implementing change fosters openness and trust which ultimately improves the project's chances of success. Key underlying OCM principles are:

- Committed project sponsorship – OCM objectives have the support and resources of key decision makers within the organization.
- Effective project planning – Planning is structured and methodical. All plans are agreed to with regard to OCM objectives, roles, and resources.
- Measurable objectives – OCM objectives are realistic and measurable and progress toward their achievement is shared with all major stakeholders.
- Engaged stakeholders – Project stakeholders are encouraged to openly participate in dialogue, with mutual respect, regarding organizational changes and their impacts.
- Resources and support – OCM implementers and recipients receive the resources and support throughout the change process.

## **2.2 Translating Organizational Change Management Principles into a Structured Approach**

When understood and adopted, there are a number of activities that can help communicate and improve acceptance of the need for complete and timely organizational change. These activities include:

- Identify changes that will impact the organization and who will be impacted as a result of a project's implementation. Explain why they are important and when they need to happen.
- Garner support by bringing together ACMS Project and program decision makers, resource owners and stakeholders who will be impacted by change(s.) Ensure that changes and their impacts are properly understood by all and that there is a comprehensive plan to effectively market changes while addressing stakeholder concerns.
- Document specific and measurable OCM objectives for achieving desired outcomes.
- Assign individuals to specific activities and tasks, making them responsible for OCM objectives and desired outcomes.
- Facilitate action by removing obstacles and listening for constructive feedback, recognizing and rewarding success. Identify and leverage the use of staff with the right skills to affect the change.

- Add any new and significant project changes as they are identified and vetted through project Change Control and Governance processes (see the ACMS Governance Plan and ACMS Change Control Plan for more information).
- Identify and mitigate potential risks that accompany OCM.
- Make the change(s) permanent by institutionalizing them. The change will eventually become part of the culture.

### **2.3 Success Factors**

The following critical success factors are identified as necessary to achieve successful change management outcomes:

- Strong, ongoing senior management support
- Effective planning
- Well-defined scope, clear vision
- Measurable objectives tied to strategic direction
- Committed, high-level change “champion”
- Dedicated, skilled project team
- Detailed Communications Matrix (see Appendix A Sample Project Communication Matrix)

## **3 ORGANIZATIONAL CHANGE MANAGEMENT PARTICIPANTS ROLES AND RESPONSIBILITIES**

This section describes ACMS Project staff OCM roles and responsibilities.

### **3.1 Change Leader**

The ACMS Project Sponsor champions the project, the ACMS Change Manager and the OCM Team. The Sponsor ensures project decisions for change are communicated to the OCM Team and collaborates with the team to plan and implement activities to effectively execute planned changes.

### **3.2 Change Manager**

The ACMS Support Manager will serve as the Change Manager for the project. The Change Manager:

- Facilitates the development of and updates to the OCM Plan.
- Executes the OCM Plan.
- Monitors the effectiveness of OCM activities and achievement of objectives, and recommends actions to resolve issues.
- Coaches/mentors ACMS OCM staff charged with implementing organization change activities with one or more stakeholder groups.
- Serves as the single point of contact for OCM activities.

- Coordinates change management activities with staff assigned to OCM related roles defined within the ACMS Project Training Plan, Transition Plan, and Implementation Plan.
- Amends the OCM Plan as any significant decisions for changes are made through the project Change Control and/or Governance processes.
- Ensures that changes are incorporated into appropriate project documents.

### **3.3 Change Evaluators**

The ACMS Project Manager and ACMS Program Manager will serve as the Change Evaluators for the project. The Change Evaluators:

- Facilitate ACMS OCM activities.
- Establish mechanisms for gathering feedback.
- Provide timely and adequate evaluation of organizational changes in terms of achievement of objectives and their impact on programs/projects.
- Outline options and make recommendations for courses of action and/or change(s) priorities.
- Deliver OCM communications and lead OCM activities involving ACMS executives and stakeholders.
- Communicate any significant project decisions made through the Change Control and/or Governance processes.
- Approve key communications.

### **3.4 Organizational Change Management Team Members**

Individuals assigned to the team may come from sources internal or external to the project. OCM Team Members are to:

- Identify changes and their impact; perform analysis functions such as planning for and assessing the impacts of change.
- Delineate and implement change management activities (e.g., develop and schedule outreach programs; workshops; town hall meetings; develop written communications materials – newsletters, Web content, e-mails, posters, and leaflets).
- Participate in evaluating proposed changes.
- Coach and mentor ACMS team members and other stakeholders in providing effective OCM.
- Monitor the effectiveness of OCM activities and make recommendations to resolve issues.
- Act as champions of change for their respective functional areas.

## **4 ORGANIZATIONAL CHANGE MANAGEMENT SCOPE**

One of the best ways to deal with organizational change is to identify and document its root causes and resulting impacts. Goals and objectives from the ACMS Project Feasibility Study Report (FSR) describe at a high level how change is planned to influence the organization. The known drivers of change, the project's business,

functional, technical requirements, and their impacts become more clear and detailed as the project moves from the design phase to the development phase.

To define change management scope for the ACMS Project, the OCM Team will identify 1) what is changing as a result of the design, development and implementation of the ACMS, 2) analyze the impacts of these changes on each project stakeholder group, and 3) work with affected functional organization managers/stakeholders to create and implement an action plan for mitigating these impacts. The table below provides a tool to help identify and capture possible stakeholder concerns with planned changes and potential mitigating actions.

**Table 1. Sample ACMS Organizational Change Management Action Plan**

Planned Change	Stakeholder(s) Name	Awareness (H/M/L)	Degree of Support (H/M/L)	Influence (H/M/L)	Known Concerns	Proposed Mitigating Actions
New System Functionality: Stakeholder Accessible Reports	Advocates	H	H	M	Expressed concern with lack of participation in Request for Proposal (RFP) requirements development	Solicit 1-2 Advocates to participate as Subject Matter Experts (SMEs) in ACMS design sessions

#### 4.1 Initial OCM Roadmap

Figure 1 presents an Initial OCM Roadmap to depict ACMS OCM activities. This roadmap may change and be updated as more detailed information becomes available. This roadmap represents a starting concept to be refined and updated as the project progresses.

The ACMS Project Initial OCM Roadmap includes key milestones and corresponding OCM activities to 1) ensure project awareness, 2) encourage individual's desire to change, 3) understand how planned changes benefit each stakeholder, 4) provide stakeholders with the skills to make the change, and 5) celebrate successful change. Detail on each category of activities follows.

#### Communication / Project Awareness

To accomplish change, communication must occur frequently with correct and consistent messaging to the right audiences. At the start of the ACMS Project, communications to all stakeholder groups focus on project overview and status. Project communications are branded to provide a consistent "look and feel" to each distributed communication.

ACMS Organization Change Management Roadmap				
ACMS Project Milestones	Design	Development	Implementation	M&O
iDraft Release (01.15) RFP Release 07.15 Evaluation Period 11.15 Contract Award 01.16 Execute Contract 03.16 Design 03.16-06.16 Development 03.16-03.17 Implementation 03.17-10.17 M&O 10.17-11.20				
<b>Communication / Project Awareness</b>				
Form Communication Team General Project Info (Email / Mtgs) <ul style="list-style-type: none"> <li>• Branding</li> <li>• Schedule / Status</li> </ul>	Update Website Launch Website <ul style="list-style-type: none"> <li>• Detailed Project Info</li> <li>• SME Activities</li> <li>• Publish Newsletter</li> </ul>			
<b>Readiness / Desire to Change</b>				
	<ul style="list-style-type: none"> <li>• Form OCM Team</li> <li>• OCM Overview for Mgrs</li> <li>• Mgrs/Supvs Readiness Assessment / Discussion</li> </ul>	<ul style="list-style-type: none"> <li>• Supv Assess CDSS Internal Readiness / Discuss</li> <li>• Update / Administer CDSS Annual Survey</li> <li>• External stakeholders invited to more actively participate</li> </ul>	Repeat Readiness Assessments (include external stakeholders – counties, advocates, etc.) <ul style="list-style-type: none"> <li>• Measure</li> <li>• Informs Plans</li> <li>• Administer CDSS Annual Survey</li> </ul>	
<b>Knowledge / Understand Personal Benefits / Impacts</b>				
General Project Info (Email / Mtgs) <ul style="list-style-type: none"> <li>• Features</li> <li>• Benefits</li> </ul>	User Specific Info – Website / Newsletter <ul style="list-style-type: none"> <li>• Features</li> <li>• Benefits</li> </ul>	User System Test – Website Testimonials <ul style="list-style-type: none"> <li>• Ease of Use</li> <li>• Workflow</li> <li>• Workload</li> </ul>	Union Notification User Evaluation	
<b>Ability / Train System Users; ISD Transitional Training</b>				
		<ul style="list-style-type: none"> <li>• OCM Teams Tools</li> <li>• OCM Team Training</li> </ul>	<ul style="list-style-type: none"> <li>• Training Plan</li> <li>• Training Materials</li> <li>• Pilot Training</li> <li>• Materials Update</li> <li>• Statewide Training</li> <li>• Information Systems Division (ISD) Transitional Training</li> </ul>	
<b>Reinforce / Celebrate Achievements</b>				
				Pot Luck; All staff meeting; Announcements; Parties; Certificate of Achievement; Contests; Annual Awards.....

Figure 1. ACMS Organization Change Management Roadmap

Early in the project, the ACMS Project Manager facilitates the establishment of a Communication Team. As the project progresses and upon Contract Award, the Communication and OCM Teams launch a project Internet / intranet website. Upon project Contract Execution, the ACMS OCM Team collaborates with the selected Systems Integration (SI) vendor to develop detailed Website information (e.g., schedule for design sessions, design session participants, project email address, FAQs) and initiates the publication of a project newsletter. Communication using these mechanisms continues throughout the project duration. The Communication Team develops and maintains a matrix of planned communication as depicted in Appendix A. Sample ACMS Project Communication Matrix. Please reference the ACMS Communication Plan for more information on project communications.

### **Readiness / Desire to Change**

The first step in understanding an organization's level of readiness is to perform a readiness assessment. This exercise will provide an early glimpse into how ready stakeholders are for change and will help focus change management efforts. The readiness assessment is an activity that can be done several times throughout a project. Over time, it will help the project stakeholders gauge progress and determine what additional organization change efforts are necessary.

As shown on Figure 1 ACMS Project Initial OCM Roadmap, the ACMS OCM Team is chartered at the start of 2016 (Contract Award). The OCM Team prepares and provides to internal CDSS managers and supervisors an overview on change management concepts and discusses their role as change agents. CDSS managers and supervisors complete an assessment of their readiness for change and then meet to review and discuss the assessment results. This management group determines any actions required to enroll any resistant members.

In early March 2016 (Execute Contract), CDSS Supervisors administer the assessment of their staff's readiness for ACMS changes. The Supervisors review results with their staff and help identify staff to participate as SMEs in ACMS design sessions. This first assessment provides the OCM Team with timely and valuable organizational change readiness information. The team uses this information to develop action plans to improve organizational readiness in time to support the ACMS launch. External stakeholders are invited to more actively participate at this time. And last, the OCM Team facilitates the update to the CDSS annual survey to include key questions to gauge staff's satisfaction with planned ACMS changes.

At the conclusion of system development and testing activities, CDSS managers and supervisors repeat the readiness assessment with their staff. This second assessment provides measurement of OCM effectiveness and staff's progression along the change curve. In addition, the administration of the CDSS annual survey provides additional measurement of any variation in staff satisfaction. The comparative data between the two assessment periods and the annual survey inform the development of the ACMS Implementation Plan and the level of effort needed for further change management activities.

### **Knowledge / Understanding of Personal Benefits / Impacts**

In the ACMS Project's first year, most of the project information shared is general and higher level in nature. The information content describes the project's objectives, timelines and status as well as general planned ACMS features and the corresponding stakeholder benefits.

As the ACMS Project progresses into the second year and the Systems Integrator completes planning activities, more specific user information is developed and published on newly created ACMS Project websites and within newsletters.

More ACMS stakeholder participation opportunities arise as the project moves into the project design phase. By the end of the second project year, the OCM Team provides more detailed information about specific user system features and benefits, user system testing results, usability, and workflow and workload impacts.

The OCM Team has another opportunity, at the conclusion of user testing, to survey staff to gauge employee acceptance of the new system. This survey is helpful to determine what resistance may be voiced by employee union representatives upon their receipt of the notification of system implementation.

### **Ability / Train System Users / ISD Transitional Training**

Preparation for ACMS training begins following the completion of the ACMS Project design phase. While ACMS development is under way, the OCM Team members develop tools and training materials in preparation for system user training. Activities include:

- Development and implementation of a Training Plan
- Completion of an ACMS User Manual and corresponding user Training Materials

At the conclusion of the system development phase and user acceptance testing, training is provided to user selected to Pilot the system. Pilot users are asked to provide feedback on training materials. Upon completion of the Pilot period, the User Manual and training materials are updated to reflect any system changes and/or to improve training materials.

The OCM Team next coordinates the provision of ACMS training to statewide users in alignment with the Training Plan.

And last, during the provision of Maintenance and Operations services, the SI Vendor will develop transitional training materials and provide ISD staff with transitional training in alignment with the Training Plan.

### **Reinforce / Celebrate Achievements**

In Figure 1 above, reinforcement and celebration of achievement is ongoing in nature and spans all project phases. As OCM activities serve to improve organizational readiness, it's important to reinforce and reaffirm positive direction and accomplishment of milestones toward the successful implementation of ACMS. Ongoing activities may include, but are not limited to:

- All Staff Meetings
- Announcements

- Pot Luck Celebrations
- Feedback from supervisor's directly to employees – saying "Thank you"
- Milestone Events
- Certificates of Achievement
- Project-sponsored celebrations for employees
- Contests
- Annual Awards
- Visible recognition by senior level sponsors
- Compensation and appraisal systems designed to support the change

## **5 OCM TOOLS**

The following sections describe tools utilized to support effective OCM activities. These tools help improve stakeholders' participation, awareness and overall readiness for change.

### **5.1 Communication Tools**

A great deal of time, effort and money are invested when major changes to an organization are attempted. Receptiveness to organizational change is required to keep pace with evolving technologies, and shifting global economic uncertainties. Marketing these changes correctly is integral to the project's OCM plan. Project marketing activities are specifically designed to reach out to stakeholders, users and groups who are impacted by change to:

- Provide insight into how application components and new business processes will come together to define the organization's future state.
- Explain the benefits of implementing ACMS.
- Indicate how the project will actively disseminate factual information about project goals, status and organizational-wide impacts of ACMS.
- Show how enthusiasm for promoting "buy in" of ACMS will be generated and achieved.

The following steps will help engage stakeholders and keep them connected to the project. These steps include, but are not limited to:

- Developing a communication strategy tailored to targeted user and stakeholder groups.
- Creating a unique project identity; project name, logos, themes for correspondence; essentially project/product branding.
- Building a project image as being a catalyst for positive improvements.
- Establishing a point of contact for communications and elevating issues and concerns.
- Talking up the changes and their benefits, enlisting sympathetic stakeholder support.

The ACMS Project has an approved project Communication Plan. Some of the methods and tools identified within the Plan for communications include:

- Developing a project website and providing a list of FAQs.
- Using focus groups to move through the organization, explaining project objectives, resulting changes and impacts to lessen user and stakeholder anxiety about changes to come.
- Providing formal presentations and informal sessions to share information and manage stakeholder expectations.
- Creating and maintaining a project newsletter, bulletin boards, displays, memos and other low cost ways of communicating change information.
- System walkthroughs that focus on new business processes, applications and features that reduce or streamline work tasks.

## **5.2 Readiness Assessment Tools**

The California Department of Technology offers an OCM Readiness Guide. The guide provides information, tools and templates to help successfully complete the readiness assessment. The following link navigates to the site containing the readiness assessment guide:

<http://www.cio.ca.gov/opd/itla/itla-21.html>

The OCM Team will select and administer readiness assessment questionnaires to project stakeholders. The summary of these assessments will indicate which stakeholders desire change or are resistant. The OCM Team can select and plan for the use of change management techniques and tools.

Techniques and tools for building acceptance to change include:

- Enlist the support of project champions and stakeholders that are most accepting of the changes to come.
- Use the power of the organization through memos, newsletters, e-mails, individual discussions, presentations to “advertise” the importance and benefits of upcoming change.
- Offer employees concrete incentives to help ensure their cooperation.
- Give resistance leaders prominent positions or roles in the OCM Team.
- Offer employees, users and stakeholders training and adequate knowledge transfer/skills development.
- Explain how the ACMS Project will plan for and build acceptance to change.
- Indicate how the project will actively disseminate factual information about project goals, status and organizational-wide impacts of ACMS.
- Show how enthusiasm for promoting “buy in” of ACMS will be generated and achieved.

### 5.3 Analysis of Job/Workflow impact

Often organizational change impacts workflows and job compositions at the position level. A more common example would be the impacts technology imposes such as when old systems are replaced with newer ones that leverage automation. Job classifications that contained manual work processes are no longer applicable or even become obsolete, in which case positions and job descriptions have to be reclassified and/or revised. The ACMS Change Manager must work with the project team and stakeholders to determine at the lowest level of detail impacts to jobs. The job/workflow impact analysis is a useful tool in identifying which jobs in the organization will be impacted and what planning will become necessary to revise processes, jobs, and re-train staff. The job/workflow impact analysis should:

- Identify the stakeholder group, the individual or entity impacted.
- Indicate the person's name, position and contact information.
- Identify the new or revised position or workflow task.
- Show the skill(s) required for successfully completing the task.
- Indicate if the person possesses the skill necessary to complete the task or if the task requires new skills that the organization does not currently possess.
- List the type of training required if re-training or knowledge transfer is an option.

The following worksheet is an example of a tool that can be used to record impact analysis information and action items.

**Table 2. ACMS Job/Workflow Impact Analysis Worksheet**

Stakeholder/ Group Name	Name of Employee Impacted	Position and Contact Info	New or Revised Position/Workflow Task	Skill(s) Required	Skill(s) Exists	Follow Up Actions Notes

## 6 MONITORING THE EFFECTIVENESS OF CHANGE MANAGEMENT

Periodically, the Change Manager and the Change Evaluators monitor the effectiveness of the OCM activities. Assessments are conducted to confirm progress toward achieving readiness to implement the project and to identify specific areas where a more concerted effort is required to successfully make change occur. Assessments may include:

- Change management readiness surveys used to determine if the purpose of the ACMS Project is understood and if stakeholders believe the project is necessary to achieve improvements as well as whether or not it will be successful.
- Completion of employee skill assessment evaluations.

- Resolution of key differences between “as-is,” and “to-be,” business processes.
- Evaluations used to measure stakeholder knowledge and understanding of project changes and benefits.
- Training and training evaluations.

**Appendix A. Sample ACMS Project Communication Matrix**

ACMS Project Communication Matrix							
Ref	Event	Message / Objective	Medium	Audience	Timeframe	Owner	Product
1	ACMS Project Branding Contest	Project Overview and Status Branding Contest	Email Announcement	CDSS staff	November 2014	Brandon Barnett	Project Overview Document
2	CDSS Executive Briefing	Overview of the iDraft RFP	PowerPoint Slide Presentation	CDSS Executives	December 2014	Rick Murphy	PowerPoint Slide Presentation
3	Solicitation Kick-Off	Introduction of the ACMS and Communication Teams Project Status Notification of iDraft publication for vendor comment Publication of the Bidder's Library	Email Announcement	Project participants; system users; external stakeholders	January 2015	Rick Murphy	Summary Document with ACMS Team Bios
4	CDSS Executive Briefing	Project Status following iDraft RFP release	PowerPoint Slide Presentation	CDSS Executives	January 2015	Rick Murphy	PowerPoint Slide Presentation
5	Solicitation Status	Notification of RFP release and next steps	Email Announcement	Project participants; system users; external stakeholders	June 2015	Rick Murphy	Summary Document
6	RFP Evaluation Activities	Introduction of the ACMS Evaluation team Evaluation	Email Announcement	Project participants; system users; external	August 2015	Rick Murphy	Summary Document

ACMS Project Communication Matrix							
Ref	Event	Message / Objective	Medium	Audience	Timeframe	Owner	Product
		activities and next steps		stakeholders			
7	Update on RFP Evaluation Activities	Evaluation activities and next steps	Email Announcement	Project participants; system users; external stakeholders	November 2015	Rick Murphy	Summary Document
8	Launch ACMS Website	Introduction to the OCM Team Announce website launch	Email Announcement	Project participants; system users; external stakeholders	January 2016	Rick Murphy	Summary Document with Communication Team Bios; website link Internet website Intranet website
9	Management ACMS Readiness Assessment	Introduction to Change Management concepts Request to attend readiness assessment event	Email Meeting Invitation(s)	CDSS Managers and Supervisors	January 2016	Rick Murphy	Change Management Overview Readiness Assessment Tool
10	Publication of Project Newsletter	ACMS Project Status Website updates Description of stakeholder project involvement during Design,	Emailed Newsletter	Project participants; system users; external stakeholders	March 2016	Rick Murphy	Newsletter Website Updates

ACMS Project Communication Matrix							
Ref	Event	Message / Objective	Medium	Audience	Timeframe	Owner	Product
		Development & Implementation (DD&I)					
11							
12							

