IMPLEMENTATION PLAN

Overview
The Implementation Plan describes how the information system will be installed, deployed and transitioned into an operational system. The plan contains an overview of the system, a brief description of the major tasks involved in the implementation, the overall resources needed to support the implementation effort (such as hardware, software, facilities, and personnel), and any site-specific implementation requirements. The plan is developed during the RFP, PAPD and IAPD phases. The final version will be developed after the RFP is approved and an Enterprise System Software Contractor is chosen. This Implementation Plan will be used for guidance during the Implementation Phase. This Implementation Plan is specific to the systems referred to in the OKDHS Enterprise System RFP and does not include other potential software and enhancements.

1 INTRODUCTION

This section provides an overview of the information system and includes any additional information that may be appropriate.

1.1 Purpose

The purpose of the Implementation Plan is to build a guide for installation of hardware, software, application(s) and users for all systems on all environments that will be used for the OKDHS MOSAIC Project; which is to develop an OKDHS Human Services Enterprise Application along with secondary applications in these environments: Development, QA/QC, User Acceptance, Training and Production. These environments will be implemented in modules to support business processes as development of the application warrants. It may take more than 1 module to fully implement a business process. The Implementation Plan may reference or require coordination with other plans such as listed below:

Training Plan which will identify types of training and requirements for the delivery of training based on common and diverse needs of staff, and to establish a strategic plan to meet the requirements. The MOSAIC Training Team has been identified as the coordinator for the training needs of the project. Unless otherwise specified, the tasks outlined in this plan will be completed by the Training team.

Staffing Plan which will coordinate and provide assistance in the recruitment and retention of staff assigned to the project. These responsibilities include identification of staffing needs, coordination of recruitment activities, and the assurance of completion of the hiring process. Other HR responsibilities include orientation, addressing work space requirements, equipment needs and coordination of related retention activities. The Staffing Readiness team, will be referred to as the “HR Team.” Unless otherwise specified, the tasks outlined in this plan will be completed by the HR Team.

Project Plan which provides an abstract of the project management functions of Initiation, Planning, Control, Execution, and Close Out.
Procurement Plan which will define procurement activities, processes and procedures to be followed for the duration of MOSAIC. This plan addresses two objectives:

- Meeting all federal and state rules and regulations for the procurement of an automated enterprise business system.
- Providing the Contractor community and MOSAIC staff with consistent and clear information regarding MOSAIC procurement methods.

Communication Plan which will provide a framework for managing and coordinating communications for the MOSAIC project. The plan identifies the major stakeholders affected by the project and outlines the approach for communication, marketing and website management.

Organization Readiness Plan is to outline the process for deliberately influencing the human and organizational aspects associated with the MOSAIC program to achieve the desired results. Successfully managing change in this program will result in shorter implementation time lines, more widespread ownership of the change, and an organizational environment more conducive to future changes.

Risk Management Plan which presents the process for implementing proactive risk management as part of the overall management of the MOSAIC Project and the resulting OKDHS Enterprise System. Risk management is a program management tool to assess and mitigate events that might adversely impact the project. Therefore, risk management increases the probability/likelihood of program success.

Change Management Plan which will provide a clear definition and consistent execution for the methodology and processes used in the management of changes. Successful management of the MOSAIC Project and the ensuing OKDHS Enterprise System is dependent upon having a plan that bounds the change process by its scope and coverage, describes the major functions and sets the policies and standards for applying the change process. The MOSAIC Change Management Plan will outline and reference the procedures to be used for identification, reporting, tracking and approval of all changes associated with the MOSAIC Project and the OKDHS Enterprise System.

Quality Assurance Plan which will outline and reference the Quality Assurance (QA) and Quality Control (QC) procedures used to evaluate overall project and product performance, business and technical processes, all deliverable software, and traceability within all project documentation. Quality Assurance activities performed will verify that project management and project deliverables are of high quality and meet quality standards as determined by the project stakeholders.

Requirements Management Plan (RMP) which will outline and reference the RMP for all requirements for the MOSAIC Enterprise System. It defines the roles and responsibilities of the Requirements Management process, the process for developing and managing the requirements, the schedules and dependencies, and the tools and resources needed to do the job. The guidelines, rules, and procedures defined in this plan must be adhered to by the people involved with developing and managing the requirements for the MOSAIC Enterprise System.
1.2 **System Overview**

This section provides an overview of the system to be implemented, including a description of the system and its organization.

1.2.1 **System Description**

The system is to provide an OKDHS Enterprise System to maintain data for OKDHS clients and supporting systems for OKDHS. The system will provide the needed features to address the changing environment of the State of Oklahoma and its resources. System will provide backup and restore capabilities of the system software and databases storing the data. The implemented Enterprise System will support enterprise business processes and business unit-specific processes utilizing enterprise, common, and business unit-specific components that provide functionality to OKDHS stakeholders.

1.2.2 **System Organization**

The implemented Enterprise System will be comprised of all required hardware and software along with any third-party hardware and/or software to support the fully-functional Enterprise System, services-oriented architecture (SOA) products to support the Enterprise System and parallel legacy systems during development, deployment, and operations. The implemented Enterprise System may include but is not limited to support processes and products, such as Help Desk, Learning Management, Data Warehouse, Enterprise Content Management, Collaboration Tool, Web Portal, Single Sign-On, and System Development. Charts, diagrams, and graphics may be included as necessary. The system will not be invoked until a certificate is obtained by the users that all testing of modules and business processes is complete.

1.3 **Project References**

To date, project references include:

- Enterprise System RFP
- OKDHS MOSAIC PAPD
- OKDHS MOSAIC IAPD
- OKDHS MOSAIC IV&V RFP
- MOSIAC Project Plans.

1.4 **Glossary**

See Appendix A for Glossary of Terms. Terms are listed for the entire MOSAIC project and all may not be referenced in this implementation document.
2 MANAGEMENT OVERVIEW
The subsequent sections provide a brief description of the implementation and major tasks involved in this section.

2.1 Description of Implementation
During the implementation of the Enterprise System, OKDHS in conjunction with the Enterprise System Software Contractor will develop the Implementation Plan that will be used to install, pilot, deploy, and transition from legacy operations to the operational Enterprise System. This will include relevant knowledge transfer regarding implementation to OKDHS business and technical staff. The Enterprise System will be deployed in a uniform manner that allows for remote access by OKDHS stakeholders via the Web and ensures a secure, stable enterprise that promotes interactive communication and collaborative sharing of information among all OKDHS stakeholders.

2.2 Points of Contact
The roles assigned for points of contact for various phases of the implementation are detailed in the charts below.
Framework Module Projects
(Analysis, Design, Development, & Test)

Full Time
Part Time
Long Term
(More than months)
Short Term
(Weeks to months)
Re-usable Resource

Product Manager
Vendor Project Manager
Decision Team (same as planning)
PMO Project Manager
Enterprise Program Quality
IV & V
Training
Detailed Business Architecture
Technical Architecture
Quality Control
Systems Integration
Risk Management

Systems Analysis & Design
Systems Development
Conversion Planning
2.3 Major Tasks

This section provides a brief description of each major task required for the implementation of the OKDHS Enterprise System. The tasks described in this section are generic for overall project tasks that are required to install hardware and software, prepare data, and verify the system.

- **Hardware**

  The implementation will require that new hardware for the OKDHS Enterprise System be installed at the OKDHS’ Data Services Division (DSD) on the computer operations center raised floor. This hardware will include partitions or servers for all five required environments, Development, QA/QC, User Acceptance, Training and Production. The Technical Readiness Lead(s), along with the DSD operations manager and the Enterprise System Contractor, will be responsible for seeing that the following are completed. Site surveys will be conducted prior to implementation of the hardware to determine adequate floor space, security, overall environment, and electrical power. Once hardware is installed in a secured location, ensure that the hardware is connected to a proper UPS and generator for backup power. Hardware installation will be verified by the hardware contractor prior to DSD personnel installing any OS on the hardware. Proper training will be given to operations and technical staff in reference to Initial Program Loading (IPL) and maintaining the OS for the hardware. All manuals needed for the hardware are available via the WEB and also available in hardcopy near the hardware. Procedures are in place for reporting hardware issues and escalation procedures are documented.

- **Software**

  The infrastructure software implementation for the OKDHS Enterprise System is to be installed on hardware that is located at OKDHS’ Data Services Division (DSD) on the raised floor. This software will be installed on all five environments: Development, QA/QC, User Acceptance, Training and Production in phases as each system is ready for use. The Technical Readiness Lead(s), along with the Enterprise System Software Contractor, DSD technical staff and QA/QC will be responsible for seeing that the following tasks are completed in a controlled setting. Software installation will be made and tested thoroughly on each partition or server before the software is installed on the next partition/server. Training is provided for installation and maintenance procedures. All manuals and documentation needed for the software are available via the WEB and also available in hardcopy. Procedures are in place for software issues and escalation procedures are documented.
• **Database Installation**

The relational database installation for the OKDHS Enterprise System is to be installed on hardware that is located at OKDHS’ Data Services Division (DSD) on the raised floor. This relational database will be installed in all 5 environments, Development, QA/QC, User Acceptance, Training and Production in phases as the system is ready for use. The Technical Readiness Lead(s), along with the Enterprise System Software Contractor, DSD database staff and QA/QC will be responsible for seeing that the following tasks are completed in a controlled setting. Database is installed and operational on all systems. Training is provided for installation, backup/recovery and maintenance procedures. All manuals and documentation needed for the relational database are available via the WEB and also available in hardcopy. Procedures are in place for relational database issues and escalation procedures are documented. All databases installed in any of the environments will follow this database installation plan.

• **Backup Software**

The backup software installation for the OKDHS Enterprise System is to be installed on hardware that is located at OKDHS’ Data Services Division (DSD) on the raised floor. This backup software will run in all 5 environments: Development, QA/QC, User Acceptance, Training and Production in phases as the system is ready for use. This backup software will interface with the Virtual Tape System already located on the DSD raised floor. Duplicate backups will be created at the offsite location via a dark fiber connection to another Virtual Tape System located there. The Technical Readiness Lead(s), along with the Enterprise System Software Contractor, DSD technical staff, DSD database staff and QA/QC will be responsible for seeing that the following tasks are completed. All system, database and application data can be backed up via this software. All manuals and documentation needed for the backup software is available via the WEB and also available in hardcopy. Procedures are in place for backup software issues and escalation procedures are documented.

• **Application Development**

The application development process shall utilize an agreed-upon integrated development environment. All source code must be version controlled and reside in a single agreed-upon data repository based on industry standard. Application software must have recovery and restart capabilities for events such as operator error, data error, and hardware/software failure. Application development and testing will follow an iterative development cycle and methodology. All application testing processes will be defined and approved by Quality Assurance. Application development will include fully-functioning enterprise components, integrated/interfaced with legacy systems to ensure integrity of both systems during development, testing, and transitioning to the OKDHS Enterprise System.
Data Conversion

The data conversion process shall ensure that converted data is free of duplicate data to the degree practicable. OKDHS will provide input, review, and approval of the recommended data elements for conversion, and must approve the non-conversion of any data. The data conversion process must have strategies for automated and manual conversions, which shall include the following:

- Convert all data in the current systems required for implementation of components.
- Identify data that no longer has a business requirement and identify data that is no longer used by the business or systems.
- Convert only data that is required to meet OKDHS business or technical retention requirements.
- Identify the strategy for correcting data inconsistencies and inaccuracies.
- Map data elements from the existing systems to the Enterprise System and define edit and validity checks.
- Identify the process for offline data to be converted and strategies for reconciliation and conversion.

The Technical Readiness Lead(s), along with the Enterprise System Software Contractor, OKDHS program staff, and QA/QC will be responsible for ensuring the data conversion meets all requirements.

Data Integration

A data integration tool will be used to integrate data between the Enterprise System and legacy applications without requiring changes. The selected solution should provide the ability for: data profiling, data quality, data integration, data enrichment, and data monitoring. The data integration tool should be capable of implementation in a modular fashion, to allow a phased implementation for the project, and must be expandable. The data integration tool will be capable of providing a “federated” view of all OKDHS data. The tool should introduce minimal risk into the existing environment, provide non-intrusive access to data, read and write capabilities, transaction management, and query capabilities against all data. The Technical Readiness Lead(s), along with the Enterprise System Software Contractor, DSD technical staff, DSD database staff, OKDHS program staff and QA/QC will be responsible for ensuring that the data integration tool produces desired results.
• Training

The training process will utilize the train the trainer method of training. Materials, and user manuals, will adhere to industry best practices and training guidelines. The Enterprise System Software Contractor shall complete training of OKDHS trainers no earlier than 90 days and no later than 30 days before implementation of the associated system or module. Training will be completed utilizing a refreshed database of test cases and scenarios.

Training of OKDHS staff must be completed no earlier than 60 days before implementation of the associated system or module. The Enterprise System Software Contractor shall provide timely training of all technical staff regarding software, architecture, database, operation, and support. Technical training must begin early in the Development Phase of the Project.

The Enterprise System Software Contractor must provide computer-based training (CBT) and other training delivery methods and may leverage collaboration tools and training resources existing within OKDHS.

The Technical Readiness Lead(s), along with the Enterprise System Software Contractor, OKDHS program staff, and QA/QC will be responsible for ensuring the training meets all requirements.

• Quality Assurance

The Quality Assurance process will ensure that Quality Audit, Defining Process, Selection of Tools, and Training are accomplished. The QA team will work with the Enterprise System Software Contractor and IV&V Contractor in project planning, coordination, verification, validation, and QA services. The QA team will promote the following activities to secure federal acceptance and approval of the Enterprise System.

• QA Team shall evaluate and ensure Project Managers create a work plan that includes an approach to the implementation of components with recommended sequence and schedule.

• QA Team shall verify Contractor, with OKDHS staff, shall lead the effort to develop the Implementation Plan for implementing new and reengineered processes.

• QA Team shall evaluate and verify the tool selected for the Data Integration will provide the ability for: data profiling, data quality, data integration, data enrichment, and data monitoring.
• QA Team shall evaluate and verify Contractor’s proposed Data Conversion Plan presents a comprehensive strategy for both the automated and manual conversion effort and incorporate the OKDHS schedule for Pilot testing and statewide Implementation.

• QA Team shall evaluate and verify all functional aspects of the system.

• QA Team shall evaluate and verify operability and stability of software.

• QA Team shall evaluate and verify accuracy of conversion of legacy data and manual data.

• QA Team shall evaluate and verify impact of missing and erroneous data.

• QA Team shall evaluate and verify completeness and accuracy of system documentation.

• QA Team shall evaluate and verify effectiveness of training methods and materials.

• QA Team shall evaluate and verify Pilot impact on workflow and staff productivity.

• QA Team shall evaluate and verify response time and overall system and network performance.

• QA Team shall evaluate and verify system hardware, software and telecommunications performance.

• QA Team shall evaluate and verify appropriateness of system, data and application security.

• QA Team shall evaluate and verify accuracy and performance of system interfaces.

• QA Team shall evaluate and verify Contractor tests performance of the software during a Pilot and of the application after Implementation conducting Benchmark Tests and reporting Benchmark Results to OKDHS.

• QA Team shall evaluate and verify Contractor meets expected capacity simulation results, tuning specifications, and performance benchmarks for all installations and deployments.
Business Continuity/Disaster Recovery

Disaster Recovery preparations and testing will include the hardware, software, database and application areas of this implementation plan. The Technical Readiness Lead(s), along with the Enterprise System Software Contractor, DSD database and technical staff, OKDHS program staff, and QA/QC will be responsible for seeing that the following tasks are completed. Each environment will be tested for recovery processes, including hardware installation or switching to a secondary site for backup, infrastructure and application software and database backup and restore testing from full system restores to single file restores. The disaster recovery preparations will include provisions for data back-up, off-site storage of back-up, descriptions of recovery activities and terms, and timely restoration of full operations without loss of data. Include manual or alternate methods to maintain business services in the event of system unavailability and disaster recovery testing exercises of the enterprise database repository.

2.4 Implementation

The dates for the implementation will be determined once the Enterprise System is functional. Implementation of the pilot phase will not begin until testing has been completed in the Development, QA/QC and User Acceptance environments. Data integration and data conversion must be fully tested and functional. Prior to pilot or state wide implementation, users will be trained in various training labs across the state. All results of the implementation will be tracked at a Command Center.

Modular/Component Implementation

The implementation plan further described below will allow for implementation of business unit-specific components or modules that support enterprise business processes and business unit-specific processes to provide functionality to OKDHS. OKDHS and the Enterprise Software Contractor will determine components that meet OKDHS business requirements that can be implemented out-of-the-box to provide rapid implementation and quick wins. These components will need to interface with legacy systems and ensure integrity of both systems.

Implementation Plan

Implementation will include a pilot and phased implementation across the state. The pilot shall verify the functional and technical usability of the Enterprise System in a
limited production environment. Pilot testing will be the first field user test of the Enterprise System outside of the controlled development and system testing environments. The pilot shall focus on users acceptance and software functionality; adequacy, effectiveness, and efficiency of the procedures and workflow required for implementing the Enterprise System; including capacity and performance of the OKDHS supporting infrastructure production environment. Pilot testing of each business module within the Enterprise System must be conducted in no more than six locations for a period of 60 to 120 calendar days for the first release and 30 calendar days for subsequent releases.

Before conducting each pilot, the Enterprise System Software Contractor will train OKDHS staff or trainer staff selected for the pilot in the implementation procedures and workflow of the Enterprise System. During each pilot, the Enterprise System Software Contractor shall mentor OKDHS Staff.

The module to be piloted must not have any programmatic changes for at least 30 calendar days prior to its pilot. In the event of changes, the pilot will be delayed until the module has no programmatic changes for 30 calendar days prior to implementation.

The infrastructure component must not have configuration changes for at least 30 calendar days prior to its pilot. In the event of changes, the pilot will be delayed until the infrastructure component has no configuration changes for 30 calendar days prior to Implementation. Each pilot shall be performed using converted production data and will include all relevant existing and new interfaces and EAI processes.

There will be one on-site Enterprise System specialist at each pilot location to assist OKDHS pilot staff; and three on-site Enterprise System technical specialists at the Data Services Division office to assist OKDHS pilot staff.

Once the pilot phase is complete and throughout the implementation phase, the Enterprise System Software Contractor in conjunction with OKDHS will maintain all Enterprise System software until completion of system turnover, perform any remaining conversion and training activities, work to ensure that any issues and problems that arise with the operation of the system are resolved. All exceptions and emergencies will be handled through the Change Management Plan.

Throughout Implementation, the Enterprise System Software Contractor shall provide ongoing support to OKDHS Help Desk and technical staffing the form of Enterprise System specialists to assist with technical and user issues and problems, and observe and recommend best practices. All incoming questions concerning implementation must be responded to within one hour and substantive responses to user questions must be provided within four hours, for 95% of user calls, regardless of the time or day of the call. OKDHS Help Desk staff will maintain a log of all calls.

Support shall be a specialist with second-tier expertise to respond to Help Desk staff questions and direct issues and problems to the appropriate resolution entity, as required. The Help Desk will be located at the primary project site, the OKDHS operational Help Desk site, or a combination of the two. The Enterprise System Software Contractor on-call staff shall be assigned to support operations staff with any issues, including but not
limited to: production, batch, and back-ups. The Enterprise System Software Contractor
staff shall travel to specific sites, as required.

The Enterprise System Software Contractor shall provide the operational and technical
staff required to assist OKDHS staff in the operation of each Enterprise System release at
a level to meet the performance standards jointly developed and agreed upon by OKDHS
and the Enterprise System Software Contractor prior to development. During pilot and
implementation the Enterprise System Software Contractor shall perform benchmark
tests and perform any system tuning necessary based upon the results, and warrant the
functionality and performance of the system.

The Technical Readiness Lead(s), along with the Enterprise System Software Contractor,
DSD technical staff, OKDHS program staff and QA/QC will be responsible for ensuring
that system has agreed upon operational availability and will verify turnover of the
system component(s) release to OKDHS for final acceptance upon successful
implementation of each Enterprise System module in all OKDHS offices.

2.5 Security

This section provides an overview of the system security features and requirements during
the implementation.
2.5.1 System Security Features

2.5.2 The security features of the Enterprise System must be implemented to meet the security needs necessary to protect sensitive data in accordance with federal and state laws and regulations. The security system must provide access controls, processes, and technical abilities for multiple methods of information delivery, such as Web-based access, portal, application, and database management systems. Access controls must provide granular capabilities for restricting access based on the role of the user. System access must be limited to authorized users in defined user roles. System must have access roles that are uniquely separate and identifiable by a defined role for users, system processes, and functions by utilizing a unique identifier and password for access and authentication. System must provide reports for all security controls, processes, and methods. Security access controls must incorporate users, system processes, devices, transactions, and functions. System controls must limit processes to specific functions. System must deploy access controls and safeguards to protect against any reasonably anticipated threats or hazards to the security or integrity of information. System must be capable of automatic audit logging and reporting of all system actions. System must be configurable to provide complete and accurate, uniquely traceable, internal audit trails and reports.
3 IMPLEMENTATION SUPPORT

This section describes the support software, materials, equipment, and facilities required for the implementation, as well as personnel requirements necessary for the implementation. The final version will be developed after the RFP is approved and an Enterprise System Software Contractor is chosen.

3.1 Hardware, Software, Facilities

In this section, list support software, materials, equipment, and facilities required for the implementation, if any.

3.1.1 Hardware

Hardware needed for this implementation will be determined once the Enterprise System Software Contractor is chosen. This section will provide a list of support equipment and includes all hardware used for all phases of implementation.

3.1.2 Software

Software needed for this implementation will be determined once the Enterprise System Software Contractor is chosen. This section will provide a list of software and databases required to support the implementation. This will identify the software by name, code, or acronym, identify which software is commercial off-the-shelf and which is state-specific and identify any software used to facilitate the implementation process.

3.1.3 Facilities

Once an Enterprise System Software Contractor is chosen, this section will, identify the physical facilities and accommodations required during development and implementation. Examples include physical workspace for assembling and testing hardware components, desk space for software installers, and classroom space for training the implementation staff. These facilities may include but is not limited to the following:

- Data Services Division Raised Floor—location where hardware, software, database, and application software is installed.
- Command Center—location where tracking of pilot and implementation of modules is performed.
- Help Desk—location where calls about technical and/or application issues will be received.
- Training Lab—location where staff training will take place for pilot and state wide implementation.
- OKDHS Offices—location where staff work with clients in counties.
3.2 Business Process Reengineering

This section describes the process for Business Process Reengineering (BPR), as an approach aiming at improvements by means of elevating efficiency and effectiveness of the processes that exist within and across OKDHS.

- Develop the Vision—OKDHS along with the contractor will develop a business vision and define process objectives that will reengineer current OKDHS business practices. This will result in cost reduction, time reduction and produce quality output.

- Identify Processes to Redesign—OKDHS along with the contractor will determine which business processes conflict most with the newly developed vision. These business processes will be identified for redesign.

- Measure Existing Processes—OKDHS will have baseline measurements to compare new processes to and to avoid repeating past mistakes.

- IT Capabilities—OKDHS and the contractor must partner to utilize IT capabilities of the Enterprise System to ensure success of the Business Process Reengineering.

- New Processes Prototype—the new process design will be a prototype for the BPR process and will have successive iterations to continually improve the processes.

3.3 Personnel

This section describes personnel requirements and any known or proposed staffing requirements, if appropriate. Also describe the training, if any, to be provided for the implementation staff.

3.3.1 Personnel Requirements and Staffing

The personnel required to implement this plan will include skills from a variety of technical staff, application program staff and human resource staff. Once the Enterprise System Software Contractor is chosen the desired level of skill and number of personnel will be determined based on the number of individuals provided by the contractor.

The MOSAIC Human Resource Staffing Plan will help to coordinate and provide assistance in the recruitment and retention of staff assigned to the project. These responsibilities include identification of staffing needs, coordination of recruitment activities, and the assurance of completion of the hiring process. The HR Staffing Plan will use a variety of methods for obtaining and securing staff to address the staffing needs of the MOSAIC Project. Depending on the level of commitment each staff member has to the project, the process as to how they will transition or be hired for the project will vary. The HR team will assist team leads in selecting the more viable process to secure
staff that are qualified and possess the skill set needed. The HR team will execute the process in a timely and efficient manner to avoid time delays and to keep the needs of the project and/or agency services flowing with the least disruption to both.

Staffing for implementation will include but is not limited to the following areas: Platform and Infrastructure Software Support, Database, Security, Telecommunications, Performance Analysis, QA/QC, Application Development, Customer Relations, Command Center, Help Desk, OKDHS Program Staff, Training Staff, and Contractor Staff.

Along with the HR Staffing Plan, the Organizational Readiness Team is preparing a plan to outline the process for deliberately influencing the human and organizational aspects associated with the MOSAIC program to achieve desired results. Successfully managing change in this program will result in shorter implementation time lines, more widespread ownership of the change, and an organizational environment more conducive to future changes. This plan outlines activities in five fundamental Organizational Readiness disciplines:

1. Leadership
2. Team Effectiveness
3. Communications
4. Learning
5. Organization/Culture

### 3.3.2 Word Related Stressors

The personnel required to implement this plan and pilot the installed business components may feel added stressors of being overwhelmed and overworked. OKDHS and the Enterprise Software Contractor must be aware of these potential stressors and evaluate the potential affect on workers. OKDHS has implemented training to help understand the change process and changes experienced in personnel transformation. In selecting pilot counties, the perception of change effects will need to be evaluated to determine the most suitable county.

### 3.3.3 Knowledge Transfer

This section addresses knowledge transfer, and how information will be shared between the Enterprise System Software Contractor and OKDHS staff.

- Knowledge transfer needs to be acknowledged by both the Enterprise System Software Contractor and OKDHS. Knowledge will need to be shared on the legacy environments by OKDHS to the Enterprise System Software Contractor and the Enterprise System Software Contractor will need to share knowledge on the newly developed environments to OKDHS. This knowledge sharing will include, but is not limited to, procedures and standards, system architecture and
Knowledge transfer will be intertwined with the building of the environments. Knowledge transfer can include the following formats: formal presentations and training, self study and review of documents, shadowing of staff, question and answer sessions. Other methods may be used for knowledge transfer as needed.

QA/QC will need to work closely with both teams to ensure knowledge transfer is taking place.

### 3.4 Performance Monitoring

This section describes the performance monitoring tool and techniques and how it will be used to help decide if the implementation is successful.

- Performance monitoring tools will be assessed once the Enterprise System Software Contractor is chosen and the hardware/software is known. The OKDHS Enterprise Production Analysis unit will be responsible for working with the Enterprise System Software Contractor for performance testing, and will use functional testing scenarios as a starting point. Response times will be measured based on requirements in the RFP. These measurements will determine if the implementation is successful.

- The performance team along with the Enterprise System Software Contractor to analyze capacity and performance information and resolve any capacity and performance issues prior to or in conjunction with implementation. The performance team will perform benchmark tests across all platforms: Development, QA/QC, User Acceptance, Training and Production.

- QA/QC will need to work closely with the performance team to verify performance best practices and guidelines are met concerning, but not limited to, resource utilization, response time, baselines and processing time.

### 3.5 Configuration and Change Management Interface

This section describes the interactions required with Configuration Management and Change Management that will focus on establishing and maintaining consistency of the Enterprise System and its functional and physical attributes with requirements, design, operational flow and performance throughout its life.
The Enterprise System Software Contractor will work with OKDHS to implement the Change Management methodology and processes for structured and organized tracking and monitoring of changes. The methodology will include reports for Change Management activities and metrics.

4 IMPLEMENTATION REQUIREMENTS BY SITE

This section describes specific implementation requirements and procedures. At this time, the intent of the Enterprise System project is to provide a WEB based Enterprise System that will allow OKDHS staff the ability to access the application from any location. This section will be completed once the Enterprise System has been identified.
Appendix A: Glossary of Terms

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<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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<tbody>
<tr>
<td>ADD&amp;T</td>
<td>Analysis, Design, Development, and Testing</td>
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<tr>
<td>DSD</td>
<td>Data Services Division of OKDHS. Responsible for computer services, including procurement of equipment, software support, and technical assistance and operation.</td>
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<tr>
<td>EAI</td>
<td>Enterprise Application Integration</td>
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<td>HSA</td>
<td>Human Services Application</td>
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<tr>
<td>HTML</td>
<td>Hypertext Markup Language</td>
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<tr>
<td>IAPD</td>
<td>Implementation Advance Planning Document</td>
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<tr>
<td>IV&amp;V</td>
<td>Independent Verification &amp; Validation</td>
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<tr>
<td>OKDHS</td>
<td>Oklahoma Department of Human Services</td>
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<tr>
<td>PAPD</td>
<td>Planning Advance Planning Document</td>
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<tr>
<td>QA</td>
<td>Quality Assurance</td>
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<td>QC</td>
<td>Quality Control</td>
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<td>RFP</td>
<td>Request for Proposal</td>
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<td>RMP</td>
<td>Risk Management Plan</td>
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<tr>
<td>SOA</td>
<td>Service-Oriented Architecture</td>
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<tr>
<td>(The) Web</td>
<td>Client/server information system that supports the retrieval of data in the form of text, graphics, and multimedia in a uniform HTML format; and allows users to access information across systems worldwide using URLs to identify files, systems, and hypertext links to move between files on the same or different systems.</td>
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