



HR Staffing Plan



OKLAHOMA DEPARTMENT OF HUMAN SERVICES ENTERPRISE SYSTEM (MOSAIC PROJECT)

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1.0 INTRODUCTION

1.1 Purpose

- 1.1.1 The purpose of the Human Resources (HR) Staffing Plan is to coordinate and provide assistance in the recruitment and retention of staff, as part of the overall management of the Oklahoma Department of Human Services (OKDHS) Enterprise System MOSAIC Project.
- 1.1.2 HR Staffing Readiness team, hereafter referred to as HR Team, will be responsible for implementing the HR Staffing Plan, which includes the following areas:
 - 1.1.2.1 Staffing;
 - 1.1.2.2 Recruitment;
 - 1.1.2.3 Appointment;
 - 1.1.2.4 Resource Impact; and
 - 1.1.2.5 Retention Process.

1.2 APPROACH

- 1.2.1 HR Team will assist Team Leads in implementing processes to recruit, secure, and retain staff who are qualified according to the specified skill set; and provide workspace and equipment to support staffing needs. HR Team will execute the process in a timely and efficient manner to ensure Project success.
- 1.2.2 The HR Staffing Plan approach will comply with established State of Oklahoma and OKDHS personnel practices, which are governed by the Oklahoma Personnel Act, State Statute 74-840:1.1-6.9, as defined by the Oklahoma Office of Personnel Management (OPM), and as implemented through OKDHS regulations, Chapter 2, Administrative Components.

2.0 STAFFING

2.1 Identifying Staffing Needs

- 2.1.1 Recruitment practices for securing staff for the Project are established through OKDHS Policy and OPM Merit Rules. For each recruitment request, HR Team will review and identify the method of recruitment that will address Project requirements.
- 2.1.2 HR Team will work with Team Leads to recruit staff required to meet the needs of the Project. Team Leads will determine the number of employees or Contractors and the skill sets required to accomplish the task, length of time required to accomplish the task, and start date.
- 2.1.3 HR Team will create the Request Form to convey all information required for recruitment.

2.2 Reporting Staffing Status

- 2.2.1 HR Team Lead will report the status of pending personnel transactions during scheduled Team Lead meetings, and as requested by Project Manager.
- 2.2.2 The Transaction Status Report will provide identifying information on each Project Team member, including, but not limited to: name, entity, role, type of appointment, time commitment, and staffing status.

2.3 Initial Staffing

- 2.3.1 The initial staffing for the Project included OKDHS Enterprise Program Management Office (EPMO) staff and other OKDHS employees, who have been assigned as subject matter experts (SMEs) and Team Leads.
- 2.3.2 Up to 20 double-fill positions have been approved for use by divisions when replacing current OKDHS employees who are assigned 100% to the Project. OKDHS staff who were 100% commitment to the Project during the planning phase:
 - 2.3.2.1 Harry Benson, SSD, Contract Management Lead
 - 2.3.2.2 Lisa Brown, HRMD, HR Staffing Team Lead
 - 2.3.2.3 Vareeda Fenimore, DSD, Staffing Readiness Team Lead
 - 2.3.2.4 Dana Fields, EPMO, Contract Management Team Member
 - 2.3.2.5 Rick Fullerton, DSD, Technical Architecture Team Lead
 - 2.3.2.6 Kathryn Henson, DSD, Technical Readiness Team Lead
 - 2.3.2.7 Fonda Logston, EPMO, Program Manager
 - 2.3.2.8 Lynn Moore, DSD, Enterprise Communication Team Lead
 - 2.3.2.9 Michael Russ, EPMO, Business Readiness Team Lead
 - 2.3.2.10 Greg Thrasher, OCSS, Business Quality Team Member
 - 2.3.2.11 Linda Warner, DSD, Business Quality Team Lead

2.4 Level of Commitment

- 2.4.1 Level of commitment for each employee assigned to the Project is defined by the number of work hours expended on Project tasks, ranging from 10% to 100%. Some Team members will participate as needed. Level of commitment is determined by the Team Lead, for each person assigned to the Project.

3.0 RECRUITMENT

3.1 Notification of Recruitment

- 3.1.1 The HR Staffing Plan establishes comprehensive actions that provide options in the recruiting process. These actions have been established

based on OPM Merit Rules and OKDHS Policy. Refer to OKDHS regulation, OKDHS:2-1-95, Appendix A.

- 3.1.2 Notification of recruitment may be accomplished through one-on-one meetings, Team Lead meetings, or e-mails. Team Leads will be provided information regarding methods of recruitment that will best meet the staffing need. Team Leads will be provided guidance through the process for the selected method. HR Team will submit the appropriate forms for any internal recruiting process and coordinate the process to completion.
- 3.1.3 Once the recruitment method is identified, HR Team will initiate the appropriate paperwork. Transaction requirements and time to complete transactions vary depending on the recruitment method. HR Team will manage the entire recruitment process to ensure compliance with OKDHS, State of Oklahoma, and federal laws, rules, and regulations.

3.2 Types of Recruitment

- 3.2.1 HR Team will recruit Project staff by utilizing the existing OKDHS announcement or internal appointment process. The following types of recruitment will be used to secure staff for the Project:
 - 3.2.1.1 Reassignment. Reassignment of current OKDHS employees to positions within the Project is authorized by the OKDHS Director, in accordance with Merit Rule 503:10-5-3(a): "Appointing Authorities have control of positions within their agency and have the authority to organize their agencies, to create positions, to abolish positions and to prescribe or change the duties and responsibilities assigned to any position or employee at any time."
 - 3.2.1.2 Double-Fill. By the authority of the OKDHS Director, divisions may utilize the approved double-fill positions and appoint employees as Detail to Special Duty (classified) or Temporary Assignment (unclassified). Both of these appointments are time-limited and must be in accordance with OKDHS regulations, OKDHS:2-1-95(2) Detail to special duty, and (3) Temporary assignment, unclassified service.
 - 3.2.1.3 Re-allocation or Allocation. Re-allocation or allocation of positions may affect budgets of the affected divisions.
 - 3.2.1.4 Position and Employee Transfer. A division may transfer a position and employee, along with funding, to another division.
 - 3.2.1.5 Temporary Appointment (999). Appointment may be on a temporary basis. Salary is paid through available lapse funds. Temporary appointment is limited to 999 hours or one rolling year based on date of appointment, whichever is reached first.
 - 3.2.1.6 Carl Albert Executive Fellow Program. The Carl Albert Executive Fellow Program (enhanced federal match) may be

utilized by the Project. Executive Fellows are students who are available for professional or managerial positions.

- 3.2.1.7 Contract. If the requested staff need requires a contract to secure staff with skill sets not readily available within OKDHS, HR Team will coordinate with Contract Management Team to complete the process.

4.0 APPOINTMENT

4.1 Appointment Process

- 4.1.1 HR Team will receive requests from Team Leads and prepare and submit required documents for the appointment process. Appointment procedures that require specific forms and documents will be prepared according to the duties and responsibilities of the position.
- 4.1.2 Form 11PE031E, Announcement Requisition, and Form 11OA092E, Personnel Transaction Freeze Exception Request, will be prepared and submitted to HR Team for processing.
- 4.1.3 HR Team will coordinate announcement of the position as specified in the Announcement Requisition. When the announcement is closed, Human Resources Management Division (HRMD) will provide Form 11PE076E, Applicant List with OKDHS application for employment and or resume, and an E-list from OPM.
- 4.1.4 Team Lead coordinates the interview process. When the applicant is selected, Entry on Duty (EOD) is established and the recommendation is forwarded to HR Team for completion of the appointment process.
- 4.1.5 Upon the new Team member's EOD, Form 11AD068E, Report of Accession, and other employment documents will be completed by HR Team.
- 4.1.6 Some appointments may require divisions to double-fill positions to perform the duties of the Team member assigned to the Project. HR Team will coordinate activities for reassignment of current OKDHS staff who are assigned to the Project, including providing assistance to divisions to complete the required documents for double-filling temporarily-vacated positions.
- 4.1.7 HR Team will maintain a checklist with detailed instructions for each employee, identifying work location, level of commitment, and type of appointment.
- 4.1.8 HR Team will complete the appointment process for staff assigned to the Project by submitting Form 05SC003E, Request for Authorization for OKDHS staff or non-OKDHS staff, for access to servers and Project documents. HR Team will have the responsibility upon the termination of the employee's assignment to the Project to remove such authorizations.

4.2 Specific Procedures

- 4.2.1 Reassignment. Any OKDHS employee who has the required skill set may be recruited for a position by Program Manager, who will contact the employee's division director via e-mail or a meeting, to negotiate the identified employee's level of commitment to the Project. The employee may be reassigned and the division may opt to double-fill the vacated position in order to maintain critical OKDHS services during the employee's absence.
 - 4.2.1.1 Current full-time permanent OKDHS employees, classified or unclassified, will perform duties for the Project that are consistent with their current classification. These employees will be reassigned to the Project and may be relocated to a Project location for a period depending on the need.
 - 4.2.1.2 Program Manager will discuss requests with the affected division director to secure the services of current OKDHS employees from their area of expertise.
- 4.2.2 Double-Fill. By the authority of the OKDHS Director, divisions may utilize the approved double-fill positions and appoint employees as Detail to Special Duty (classified) or Temporary Assignment (unclassified). Both of these appointments are time-limited and must conform with OKDHS regulations OKDHS:2-1-95(2), Detail to special duty and (3), Temporary assignment, unclassified service.
- 4.2.3 Re-allocation or Allocation. Re-allocation or allocation is coordinated through the HR Team Lead. Project Managers and Team Leads will provide information regarding the duties and responsibilities of the requested position. The method of recruitment will be discussed and the HR Team Lead will submit the paperwork and documentation to OKDHS HRMD.
 - 4.2.3.1 For re-allocation of current OKDHS staff, Forms 11OA039E, Position Description Questionnaire, and 11OA040E, Supplemental Position Description Questionnaire will be completed and submitted to HR Team, identifying the changes in duties and responsibilities that may result in a change in classification or level. Other required documents include the organizational chart and Form 11OA092E.
 - 4.2.3.2 For allocation of a new position, Forms 11OA040E and will be completed and submitted by HR Team, identifying the duties and responsibilities of the requested position. Other required documents include the organizational chart and Form 11OA092E. If the newly allocated position requires announcement posting, Form 11PE031E will be submitted.
- 4.2.4 Position and Employee Transfer. Position and employee transfers may be determined by mutual agreement between the affected division directors.

The transferring division will submit the Position and Employee Transfer template to HR Team for processing.

- 4.2.5 Temporary Appointment (999). Temporary employees may be hired for limited terms of employment. The division submits Form 11OA092E to HR Team for approval to hire.
 - 4.2.5.1 Temporary appointment is time-limited to 999 hours within one year. Salaries are paid through lapse funds, and the appointment does not count against full-time equivalent (FTE).
 - 4.2.5.2 OPM will provide a certificate of applicants for each classification, if available, and requested through the HR Team.
- 4.2.6 Carl Albert Executive Fellow Program. Carl Albert Executive Fellow appointments are for six months to two years in professional or managerial positions. The University of Oklahoma, Oklahoma State University, and University of Central Oklahoma are participants in the Carl Albert Executive Fellow Program. OPM maintains a list of interested students, which HR Team will provide upon request.
 - 4.2.6.1 Interns or Fellows are treated as regular unclassified employees receiving full benefits. They are paid by OKDHS, but it does not count against FTE.
 - 4.2.6.2 This appointment must be approved prior to setting the start date. Required documentation to submit to HR Team includes:
 - 4.2.6.2.1 Memo from local administrator.
 - 4.2.6.2 Form 11OA092E, Carl Albert Public Internship Program Executive Fellow Agreement with required signatures and projected start date.
 - 4.2.6.3 Form 11PE072E, Position Description Questionnaire – Unclassified Appointments, if the position is not already established.
 - 4.2.6.4 Organizational Chart, required only with Form 11PE072.
- 4.2.7 Contract Staff. Team Leads will submit requests to HR Team for securing staff with skill sets that have been identified as not readily available within OKDHS.
 - 4.2.7.1 HR Team will coordinate requests with Contract Management Team Lead to identify the appropriate type of contract to meet the staff need -- State Use, Bid, or Statewide Contract.
 - 4.2.7.2 Time frame for procuring staff from these contracts may vary depending on the type of contract selected. After Award of Contract, it may take up to 30 days for contract staff to begin work.

4.3 Documentation Requirements

- 4.3.1 HR Team will complete the new hire paperwork for staff assigned to the Project. Staff includes full-time, permanent employees, Contractors, applicants from the State Use Contract (Goodwill Industries), Carl Albert Executive Fellow Program (enhanced federal match), time-limited (special detail or temporary) appointments, and staff contracted through other divisions.
- 4.3.2 All staff assigned to the Project with a level of commitment of 10% or greater will sign the Letter of Engagement, which will be stored in a dedicated personnel file for auditing purposes. The Letter of Engagement is completed by the Team Lead to whom the staff member is assigned; signed by the employee, employee's immediate supervisor, and Division Director and includes:
 - 4.3.2.1 Project role.
 - 4.3.2.2 Project dependencies.
 - 4.3.2.3 Roles and responsibilities of the staff member.
 - 4.3.2.4 Assigned tasks and estimated hours.
 - 4.3.2.5 Beginning and ending dates of participation on the Project.
 - 4.3.2.6 Assignment of responsibility for coordination and approval of training.
- 4.3.3 HR Team will provide for and document:
 - 4.3.3.1 Background checks on Contractors who require access to OKDHS client data; and
 - 4.3.3.2 Reference checks on subcontractors prior to their EOD Date.
- 4.3.4 All staff assigned to the Project will sign the MOSAIC Project Non-Disclosure Statement, which will be stored in a dedicated personnel file for auditing purposes.

4.4 Return to Previous Position

- 4.4.1 The commitment to guarantee return to previous position for staff with 100% Project participation will be discussed with the affected division director prior to the appointment.
- 4.4.2 Employees will be returned to their position or like position within the division at the conclusion of their Project assignment, in accordance with:
 - 4.4.2.1 OKDHS:2-1-95(2), "A detail to special duty does not affect the status, title, Job Family Descriptor (JFD) and level held prior to the detail," for classified, permanent employees; and
 - 4.4.2.2 OKDHS:2-1-95(3), "The temporary assignment does not affect the status, JFD, and level held prior to the temporary assignment," for unclassified employees.

5.0 RESOURCE IMPACT

5.1 Staffing Budget

- 5.1.1 HR Team will plan and monitor staff budget, including salaries, workspace, and equipment as instructed in the FNS handbook section 7.2.1 – 7.23.
- 5.1.2 HR Team will utilize OKDHS procurement, budget, and HR information tracking systems to:
 - 5.1.1.1 Monitor and audit Project expenditures to track impact on the Project budget.
 - 5.1.1.2 Consult with divisions impacted by activities of the Project and assignment of staff to the Project.
- 5.1.3 Resource impact will be addressed individually by the affected division, which will include providing adequate coverage of duties for staff reassigned to the Project.

5.2 Training and Travel Expenditures

- 5.2.1 Training and travel for State employees, not Contractors, related to the Project will be paid through Project funds. All other training and travel related to certification, recertification, or division activities will be paid by the division.
- 5.2.2 Project budget account will be used for Project travel expenditures. Travel for in-state mileage and parking for training related to the Project will be paid through this account. Any training for Project staff must be approved by Project Team Lead.
- 5.2.3 HR Team will work with OKDHS Property Management to formulate plans for staffing locations and testing and training labs, including determining the number of locations and requirements for each site.
- 5.2.4 Travel for OKDHS staff used on an infrequent basis, such as testing staff from other divisions, will be paid through Project funds when staff is engaged in activities related to the Project.

5.3 Physical Assets

- 5.3.1 Team Leads will determine the requirements for workspace and equipment for staff, including accommodations for compliance with Americans with Disabilities Act (ADA) requirements.
- 5.3.1 HR Team will coordinate requisition and purchase of physical assets. Expenditures will be funded through Project Capitol Account funds. HR Team responsibilities will include, but are not limited to, acquisition and arrangement for delivery or installation of:
 - 5.3.1.1 Equipment and furniture.
 - 5.3.1.2 Computer-related equipment.

- 5.3.1.3 Office supplies.
- 5.3.1.4 Parking.
- 5.3.1.5 Security authorizations.
- 5.3.1.6 Telephones.
- 5.3.1.7 Workspace.

6.0 RETENTION PROCESSES

6.1 Orientation Process

- 6.1.1 The Orientation process will be developed for newly hired or newly assigned staff to the Project. The Orientation manual will also be developed and will include:
 - 6.1.1.1 Welcome Letter of Project Support from OKDS Director.
 - 6.1.1.2 MOSAIC Story.
 - 6.1.1.3 Project Goals and Objectives.
 - 6.1.1.4 Organizational Chart.
 - 6.1.1.5 Team Roster.
 - 6.1.1.6 Mandatory forms.
 - 6.1.1.7 Required OKDHS training.
 - 6.1.1.8 Time Sheet and Leave Request.
 - 6.1.1.9 Parking Permit.
 - 6.1.1.10 ADA compliance policy.
 - 6.1.1.11 Document Retention Schedule.

6.2 Project Procedures Manual

- 6.2.1 The HR Staffing Team will develop the Project Procedures Manual, which will provide instructions regarding OKDHS standard procedures.
- 6.2.2 The Project Procedures Manual will be incorporated into the Orientation Manual and will include:
 - 6.2.2.1 Outlook setup.
 - 6.2.2.2 MS Project Web access.
 - 6.2.2.3 MS Project time entry.
 - 6.2.2.4 MS Project issues and problems.
 - 6.2.2.5 Document versioning.

6.3 Performance Management Process

- 6.3.1 Team Leads will provide information to their immediate supervisors regarding each Team member's assigned tasks and performance of

assigned tasks, for inclusion on Form 11OA111E, Performance Management Process (PMP).

6.3.2 HR Staffing Team and the OKDHS PMP coordinator, have developed a PMP plan for Team members, based on their level of commitment. The PMP of OKDHS employees assigned to the Project with commitment of:

6.3.2.1 Commitment of 100% will be closed and a new one opened to reflect the significant changes in their duties. The Letter of Engagement will be attached to the new and any proceeding PMPs that are reflected in the period of engagement.

6.3.2.2 Less than 100% will remain in effect and will include an addendum for the tasks assigned under the Project. The Letter of Engagement will be attached to the current and any proceeding PMPs that are reflected in the period of engagement.

6.3.3 Current OKDHS employees assigned to the Project with 100% commitment may continue participation in their division's employee activities, such as division meetings, in order to stay staff-connected to their division. Team Leads will approve such division activities in advance and specify them in the Letter of Engagement.

6.4 Consultation

6.4.1 HR Team will be available to consult with Project staff regarding any issues that may arise that have an effect on the staff member personally or related to the requirements of the responsibilities of the Project.

6.4.2 Response to personnel issues will be at the lowest level possible. The staff person will be referred to the appropriate entity, including the Employee Assistance Program, and reasonable accommodations for ADA compliance.

6.5 Mentor Program

6.5.1 A mentor will be provided, when available, to newly appointed Project staff to provide support during the orientation period. The length of the orientation period will be one month from new Team member's EOD.

6.5.2 The mentor will assist the new Team member to become familiar with the member's role and responsibilities for the Project, answer questions, and provide support.

6.5.3 Team Leads will assist HR Team to develop criteria, identify desired skill sets, and outline expectations required for mentors.

7.0 POST-IMPLEMENTATION

7.1 Staffing Plan

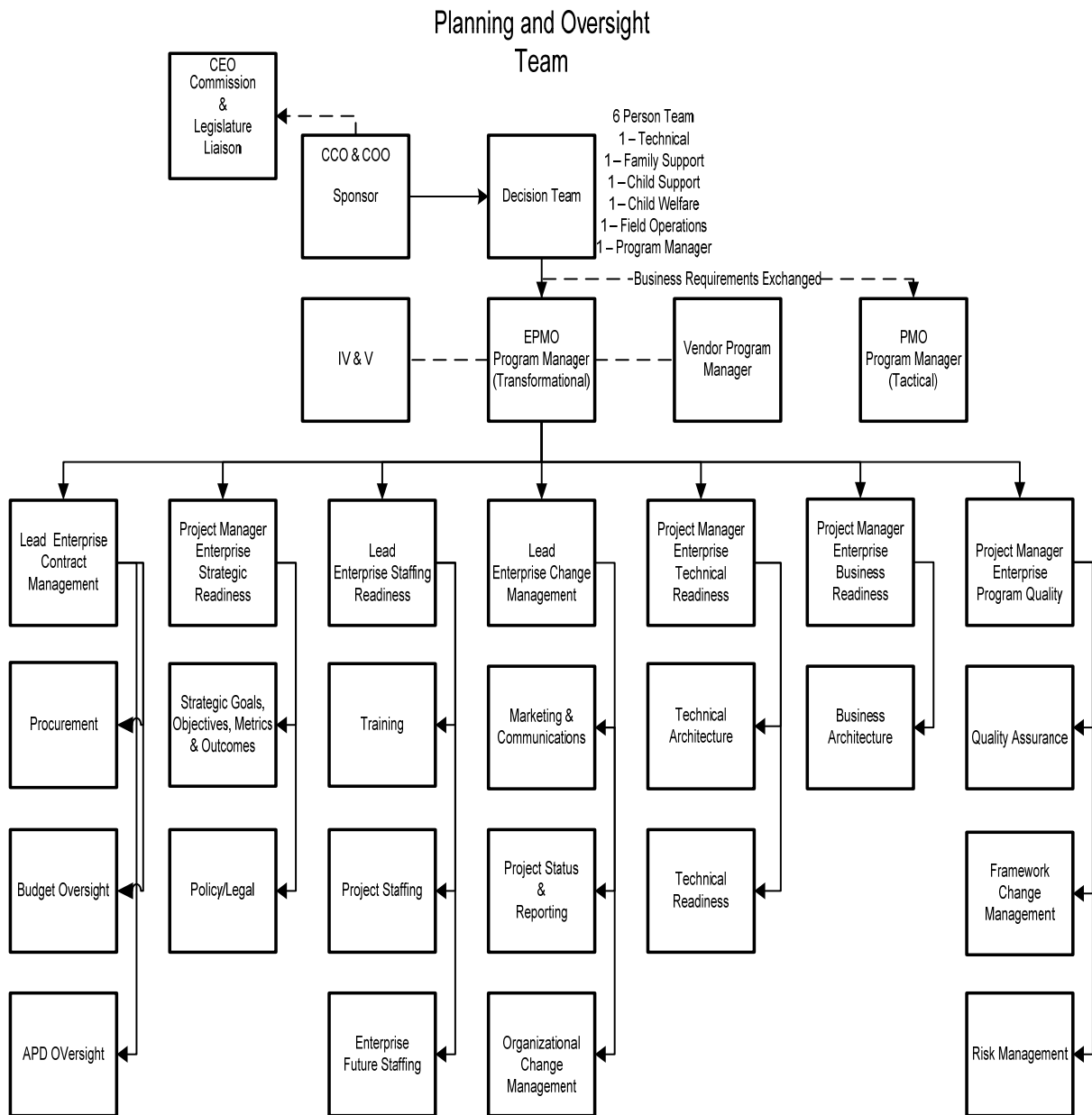
- 7.1.1 This section of the HR Staffing Plan will be expanded as the Planning Phase is completed and the Implementation Phase is initiated, and will include, but is not limited to:
 - 7.1.1.1 Assign SMEs, representatives from each division.
 - 7.1.1.2 Recruit future staff, including estimate of staff required through reassignment and contract.
 - 7.1.1.3 Determine requirements for workspace and equipment.
 - 7.1.1.4 Determine requirements for meeting and conference locations.
 - 7.1.1.5 Determine requirements for staffing locations, including training and testing sites.
 - 7.1.1.6 Determine budget for travel expenditures, including lodging, per diem, and transportation.

8.0 ORGANIZATION

8.1 Project Team Roster

- 8.1.1 The MOSAIC Project Team Roster consists of the teams listed in this Section and displayed on the Organizational Chart in Section 8.2. Membership and responsibilities of Project Teams are listed in Section 8.3
- 8.1.2 Contract Management.
- 8.1.3 HR Staffing Readiness.
- 8.1.4 Enterprise Communication.
- 8.1.5 Technical Readiness.
- 8.1.6 Business Readiness.
- 8.1.7 Business Quality.

8.2 Organizational Chart



8.3 Project Teams

- 8.3.1 Planning Team responsibilities include:
 - 8.3.1.1 Set standards and guidelines.
 - 8.3.1.2 Determine rollout schedules.
 - 8.3.1.3 Make enterprise business and technical architecture decisions.
 - 8.3.1.4 Recruit staff.
 - 8.3.1.5 Oversee the Contract.
 - 8.3.1.6 Create and have overall responsibility for complete rollout of the enterprise product.
- 8.3.2 Project Sponsor provides visible, senior-level support to the Project and communicates Project support to OKDHS. Responsibilities include:
 - 8.3.2.1 Provide vision for the Project.
 - 8.3.2.2 Champion the Project and the Program Manager.
 - 8.3.2.3 Assist Decision Team to define high-level objectives.
 - 8.3.2.4 Show support visibly, including attending Kickoff Meetings, major Milestone events, recognition events, and rollouts.
 - 8.3.2.5 Ensure the Project has sufficient resources and funds.
 - 8.3.2.6 Ensure officers and division directors fulfill their commitments of resources.
 - 8.3.2.7 Maintain communication with Decision Team.
 - 8.3.2.8 Actively participate in preliminary contract negotiations.
 - 8.3.2.9 Assist Program Manager to resolve significant problems.
 - 8.3.2.10 Intervene in conflicts among Project Team members.
 - 8.3.2.11 Provide guidance to Program Manager.
 - 8.3.2.12 Share with Decision Team or Program Manager the environmental or political factors that could influence Project execution.
 - 8.3.2.13 Establish Project priority and inform OKDHS about Project priority.
 - 8.3.2.14 Assist Decision Team to resolve significant problems.
 - 8.3.2.15 Manage environmental and political factors.
- 8.3.3 Decision Team. Membership will be six: Technology Expert (Full-Time, Long-Term); SME from CFSD (Part-Time, Long-Term); SME from OCSS (Part Time, Long Term); SME from FSSD (Part-Time, Long-Term); SME from FOD (Part-Time, Long-Term; Program Manager (Full-Time, Long-Term). Decision Team directs the overall Project; interprets the Project

vision, mission, and goals; and is the primary decision-making authority for the Project. Responsibilities include:

- 8.3.3.1 Make all day-to-day decisions for every Project team.
 - 8.3.3.2 Be the driving force for making transitional changes for OKDHS.
 - 8.3.3.3 Review and approve requests from individual program areas to customize the enterprise product.
 - 8.3.3.4 Meet daily to make decisions. At some point, decisions that directly relate to the enterprise product will be made by the Business Decision-Making Task Force (BDMTF).
 - 8.3.3.5 Make decisions that affect OKDHS as a whole, but are not directly related to the enterprise.
 - 8.3.3.6 Provide direction for the Project.
 - 8.3.3.7 Provide visible support for changes and communicate support to those affected by the changes.
 - 8.3.3.8 Resolve issues that involve interpretation of vision, mission, or goals.
 - 8.3.3.9 Meet daily to review decisions required from Project sub-teams.
 - 8.3.3.10 Make day-to-day decisions about the Project and business changes.
 - 8.3.3.11 Approve changes on behalf of the business, balancing the needs of the enterprise and the needs of business units.
- 8.3.4 Independent Verification & Validation (IV&V) Team provides independent verification and validation of Project Deliverables and monitors Project scope, cost, and schedule.
- 8.3.5 Federal IV&V (Contracted; Part-Time, as required). Responsibilities include:
- 8.3.5.1 Perform audit role and consultant to Project Team.
 - 8.3.5.2 Verify and validate Project Deliverables.
 - 8.3.5.3 Monitor Project scope, cost, and schedule.
 - 8.3.4.4 Assist to resolve conflicts between OKDHS and Contractor.
- 8.3.6 State IV&V (Full-Time). Responsibilities include:
- 8.3.6.1 Member of Project Team.
 - 8.3.6.2 Serve as consultant.
 - 8.3.6.3 Review federal IV&V reports.
 - 8.3.6.4 Work with legislative liaison.
 - 8.3.6.5 Verify and validate Project Deliverables.

- 8.3.6.6 Monitor Project scope, cost, and schedule.
- 8.3.6.7 Assist to resolve conflicts between OKDHS and Contractor.
- 8.3.7 Senior Contractor Project Manager (Full-Time, Long-Term). Contractor Project Manager represents Third-Party Integrator or contractor and provides enterprise-specific expertise to OKDHS Project Managers. Responsibilities include:
 - 8.3.7.1 Provide expertise on enterprise product architecture and design.
 - 8.3.7.2 Provide expertise on integration strategies.
 - 8.3.7.3 Act as technical liaison with contractor.
 - 8.3.7.4 Utilize PMO Project Management Methodology.
 - 8.3.7.5 Utilize Enterprise Architecture Methodology.
- 8.3.8 Contract Management manages the program areas related to contracting and procurement.
- 8.3.9 Senior Project Manager (may be contracted; Full-Time, Long-Term). Responsibilities include:
 - 8.3.9.1 Plan purchases and acquisitions.
 - 8.3.9.2 Plan contracting.
 - 8.3.9.3 Monitor Contract Deliverables.
- 8.3.10 Procurement Team Lead responsibilities include:
 - 8.3.10.1 Direct Project contract and procurement activities.
 - 8.3.10.2 Purchase and acquire Project resources, tools, hardware, and software.
 - 8.3.10.3 Contract for Project resources.
 - 8.3.10.4 Write all of the Request for Proposals (RFP).
 - 8.3.10.5 Create IAPD, PAPD, and APD.
- 8.3.11 Budget Oversight Team Lead (may be contracted; Full-Time, Long-Term). Responsibilities include:
 - 8.3.11.1 Monitor earned value of the Project.
 - 8.3.11.2 Monitor Contract fiscal accountability.
 - 8.3.11.3 Monitor accuracy of Project federal funding and cost allocation.
 - 8.3.11.4 Determine by module the benefit to Project, to accurately report information and cost allocations to federal partners.
- 8.3.12 HR Staffing Readiness Team manages the program areas related to HR management.
- 8.3.16 Senior Project Manager (Full-Time, Long-Term). Responsibilities include:

- 8.3.16.1 Plan future Enterprise HR requirements.
- 8.3.16.2 Plan Enterprise staff training.
- 8.3.16.3 Plan Enterprise Organizational Change Management.
- 8.3.17 Training Team Lead (Full-Time, Long-Term). Responsibilities include:
 - 8.3.17.1 Create Training Plan for staff.
 - 8.3.17.2 Create Training curriculum guidelines.
 - 8.3.17.3 Create Training Plan or track for each staff role.
 - 8.3.17.4 Create Training guidelines.
 - 8.3.17.5 Determine staff required to conduct staff training and re-training.
 - 8.3.17.6 Create contracts for or hire staff to conduct training.
 - 8.3.17.7 Develop training methodology that other teams will follow, such as computer-based training and classroom.
 - 8.3.17.8 Develop the standard guidelines of training.
 - 8.3.17.9 Schedule training, including securing training space and trainers.
 - 8.3.17.10 Create Training Web site where OKDHS staff enroll; and manage the Training enrollment.
 - 8.3.17.11 Ensure independent divisional training adheres to Training guidelines.
 - 8.3.17.12 Maintain and update training material, including Online Training schedule and Web site, and repository for Training manual, curricula, and schedules.
 - 8.3.17.13 Create templates and forms for Implementation Teams.
 - 8.3.17.14 Work with divisions to modify or create Instructions to Staff.
- 8.3.18 Project Staffing Team Lead (Full-Time, Long-Term). Responsibilities include:
 - 8.3.18.1 Determine Project staffing needs based on requirements provided by Project Managers and Team Leads.
 - 8.3.18.2 Create the process to secure, pay, house, and support staff.
 - 8.3.18.3 Create the process to replace or double-fill staff assigned to the Project.
 - 8.3.18.4 Create the process to secure, house, and support technical staff.
 - 8.3.18.5 Identify the means to secure staff for the Project.
 - 8.3.18.6 Ensure that all programs have required staffing for internal, external, contracted, technical, and non-technical positions.

- 8.3.18.7 Create contracts to secure staff.
- 8.3.18.8 Complete required HR paperwork.
- 8.3.19 Future Staffing Team Lead (Full-Time, Long-Term). Membership will include a representative from OPM. Responsibilities include:
 - 8.3.19.1 Identify the staffing changes that will be implemented as a result of the changes recommended.
 - 8.3.19.2 Work with HRMD to redefine, define, and determine HR needs to make required changes.
- 8.3.20 Enterprise Communication Team manages the program areas related to communications.
- 8.3.21 Senior Project Manager (Full-Time, Long-Term). Responsibilities include:
 - 8.3.21.1 Plan Project communications.
 - 8.3.21.2 Plan Project information distribution.
 - 8.3.21.3 Plan Project performance reporting.
 - 8.3.21.4 Manage stakeholders.
- 8.3.22 Marketing Team Lead (Full-Time, Long-Term). Responsibilities include:
 - 8.3.22.1 Create Marketing Plan for the Project, which conveys support for organizational change and provides status of the Project.
 - 8.3.22.2 Develop brochures, agency broadcasts, and articles to publicize the Project.
 - 8.3.22.3 Maintain and update Project Web site, including general information, frequently asked questions, training opportunities, and staffing opportunities.
 - 8.3.22.4 Coordinate with legislative liaison, or assigned designee, to provide presentations, updates, and information to disseminate to legislative partners.
- 8.3.23 Project Status and Reporting Team Lead (Full-Time, Long-Term). Responsibilities include:
 - 8.3.23.1 Monitor status of Project sub-teams and produce weekly and monthly status reports.
 - 8.3.23.2 Provide information to the Marketing Team for publication.
 - 8.3.23.3 Provide budget and financial reports to IV&V Team, Executive Management, Decision Team, and Program Manager.
 - 8.3.23.4 Maintain mailing distribution lists.
 - 8.3.23.5 Maintain Deliverables Libraries and obtain required signatures.
- 8.3.24 Organizational Readiness Team Lead (Full-Time, Long-Term). Responsibilities include:

- 8.3.24.1 Determine the approach for training staff on culture changes required for Project implementation.
- 8.3.24.2 Identify the means by which training will occur, including type of training, training options, contractors, and internal staff.
- 8.3.24.2 Identify the change management that will be required, and manage all changes.
- 8.3.24.3 Create and implement Organizational Readiness Plan.
- 8.3.24.4 Create Organizational Readiness Methodology.
- 8.3.24.5 Create contracts for Organizational training.
- 8.3.25 Technical Readiness Team. Membership will be Senior Project Manager (Full-Time, Long-Term). Technical Readiness Team manages the program areas related to technical integration management. Responsibilities include:
 - 8.3.25.1 Direct and manage Project technical implementation.
 - 8.3.25.2 Monitor and control Project technical work.
 - 8.3.25.3 Manage technical changes from Technical Change Management Team.
- 8.3.26 Technical Architecture Team Lead (Full-Time, Long-Term). Responsibilities include:
 - 8.3.26.1 Document As-Is technical state of OKDHS.
 - 8.3.26.2 Provide Contractor Project Manager with detail and input of the current and desired architecture.
 - 8.3.26.3 Liaison for DSD technical staff.
 - 8.3.26.4 Document To-Be technical architecture and perform Gap Analysis of infrastructure.
 - 8.3.26.5 Create and implement Security Plans, network diagrams, and hardware and software diagrams and designs.
 - 8.3.26.6 Identify required technical staff, contractors, training, and supporting software and hardware.
- 8.3.27 Technical Environment Readiness Team Lead (Full-Time, Long-Term). Responsibilities include:
 - 8.3.27.1 Determine required environments to support the Project.
 - 8.3.27.2 Set up environments and verify they function.
 - 8.3.27.3 Verify environments can support the testing schedules and requirements.

- 8.3.27.4 Verify testing cycles can be repeated, by supporting the technical requirements for backups, restores, and multiple environments.
- 8.3.28 Business Readiness Team. Membership will be Senior Project Manager (Full-Time, Long-Term). Business Readiness Team manages the program areas related to business integration management. Responsibilities include:
 - 8.3.28.1 Direct and manage Project business process implementation.
 - 8.3.28.2 Monitor and control Project business process work.
 - 8.3.28.3 Manage business process changes from IT Change Management Team.
- 8.3.29 Business Architecture Team Lead (Full-Time, Long-Term). Responsibilities include:
 - 8.3.29.1 Document As-Is business state.
 - 8.3.29.2 Determine and document business requirements and provide to Contractor.
 - 8.3.29.3 Document To-Be business architecture and perform Gap Analysis.
 - 8.3.29.4 Plan Help Desk for the enterprise effort.
- 8.3.30 Business Quality Team. Membership will be Senior Project Manager (Full-Time, Long-Term). Responsibilities include:
 - 8.3.30.1 Plan Project quality.
 - 8.3.30.2 Perform Quality Assurance activities.
 - 8.3.30.3 Monitor Project Quality Control activities.
 - 8.3.30.4 Perform Project IT Change Management activities.
- 8.3.31 Quality Assurance Team Lead (Full-Time, Long-Term). Responsibilities include:
 - 8.3.31.1 Create Master Testing Plan and testing guidelines.
 - 8.3.31.2 Identify required testing and Quality Control teams.
 - 8.3.31.3 Oversee all testing for all modules of the Project.
 - 8.3.31.4 Identify testing facility requirements; and secure required workspace, equipment, and supplies.
 - 8.3.31.5 Create Testing Methodology.
 - 8.3.31.6 Review and approve testing plans, scripts, and results from the ADD&T teams.
- 8.3.32 Enterprise IT Change Management Team Lead (Full-Time, Long-Term). Responsibilities include:

- 8.3.32.1 Develop Change Management Plan and Methodology.
- 8.3.32.2 Keep track of all changes in code and scope.
- 8.3.33 Risk Management Team Lead (Full-Time, Long-Term). Responsibilities include:
 - 8.3.33.1 Create Risk Management Plan.
 - 8.3.33.2 Monitor Risk Management Plan.
 - 8.3.33.3 Report on and document Risk Mitigation Plans.