

		WHAT/HOW				WHEN					WHO										WHY								
		ID	Activity	Description	Tasks	Mandatory/ Optional	Design Phase (Nov 09 - June 10)	Development Phase (June 10 - Apr 11)	Testing Phase (Apr 11 - July 11)	Pilot Phase (July 11 - Sep 11)	Deployment Phase (Sep 11 - Dec 11)	Stakeholders - Focus of Activity							Resources / Level & Nature of Effort						BP or OR focus?	Benefits	Triggers		
												VoteCal Project Team	SOS Elections	SOS ITD	County Elections	County IT	EMS Vendors	Other	Catalyst OCM Lead	Core Team - Dir/Mgr	Core Team - Elections	Core Team - ITD	SOS Comm Lead	SOS Train Lead				Extended SOS Team	
Project Management	PM1 Organizational Change Management Planning and Monitoring	PM1.1	OCM Plan	The OCM Plan (this deliverable) serves as the VoteCal Project's documented strategy for conducting human-focused transition activities.	A. Create initial plan B. Formal update of OCM Plan (Development phase)	Mandatory	(actually in Planning Phase) High - initial plan	Low - update with 2.10 Training Plan	Medium - formal update via 3.4			X	X	X	X	X	X	X	High - lead	Med - review and input	Med - review and input	Med - review and input	Low - monitor	Low - monitor	n/a	BPIOR	* Serves as a guide and documents the overall OCM strategy * Coordinates all known BP and OR issues	Start of Project	
		PM1.2	Risk and Readiness Management	After the initial plan, organizational readiness assessments will be conducted at the beginning of each phase to identify and validate anticipated OCM needs. The assessments will provide more detail from which OCM planning and responses can be developed.	May include elements such as: A. Organizational Readiness Assessment B. Organizational Risk Assessment C. Stakeholder Identification D. Stakeholder Analysis E. Stakeholder Communication Analysis/ Preferences F. Stakeholder Profiles	Mandatory	High - initial assessments	Low - refine as needed	Low - refine as needed	Low - refine as needed			X	X	X	X	X	X	High - lead	Med - review and input	Med - review and input	Low - review	Low - review and input	Low - review and input	n/a	BPIOR	* Identifies the human-focused transition needs for the VoteCal project * Creates a formal process for discovering and prioritizing new BP and OR issues * Identifies key OCM priorities	Beginning of each phase	
		PM1.3	Feedback	On an on-going basis, it will be important for the VoteCal Project Team (both SOS and Catalyst) to monitor feedback from stakeholders in order to identify new or growing issues. Various feedback mechanisms and approaches can be deployed.	A. Feedback Analysis B. E-mail directly to SOS (VoteCal e-mail address) C. Grapevine D. Feedback forums (SOS sponsored, or association sponsored) E. Monitor association e-mail distribution F. Monitor election blogs G. Lessons-learned Sessions	Variable		Low - monitor	Low - monitor	Low - monitor	Low - monitor			X	X	X	X	X	X	Med - lead	Low - monitor	Med - input	Low - monitor	High - review and input	Med - review and input	n/a	BPIOR	* Provides a mechanism and approach to identify other OCM needs and issues as they arise * Provides an opportunity to engage stakeholders through various listening and confirmation activities	Monitor throughout, but dial-up during points of increased messaging
		PM1.4	Oversight/ Monitoring	The VoteCal Project management Team will continuously oversee and monitor the progress of the OCM activities. This activity describes tools and tasks that may be used.	A. Project Dashboard B. Deployment Activity Dashboard C. Deployment Readiness Dashboard D. Feedback	Variable		Low - monitor	Low - monitor	Low - monitor	Low - monitor			X						Med - lead	Low - monitor	Low - monitor	Low - monitor	Low - monitor	Low - monitor	n/a	BPIOR	* Provides tools and communication mechanisms for the Project Management team to see the status of the project and OCM activities	Monitor throughout
	PM2 Governance	PM2.1	Project Management/ Team Organizational Structure	An organizational chart (diagram) of the entire project will be developed to indicate roles/responsibilities on the VoteCal Project Team.	A. Identify roles/ responsibilities and current staffing B. Develop draft organizational chart C. Review with SOS and Catalyst PM D. Update and publish org chart E. Refine as needed throughout project	Mandatory	Medium - create/document						X	X	X				Med - lead	High - decisions and review	Med - review and input	Med - review and input	Low - monitor	Low - monitor	Low - monitor	OR	* Serves as a helpful communication tool to the entire project team regarding structure * Defines reporting structure * Assists the team in knowing whom to go to for specific information	Start of Project	
		PM2.2	Document Organizational Decision Making Processes and Style	For key areas of the project, the decision making process and style may need to be documented. This may include the process of working with the VoteCal Project Management Team, the project managers, the Project Director, and the Executive Steering Committee. Many of these processes may be documented in the project management plan.	A. Identify decision making processes to document B. Evaluate decision making processes C. Document process D. Review with SOS and Catalyst PM E. Update and publish decision making process F. Refine as needed through project	Variable	Medium - create/document						X						Med - lead	High - decisions and review	Med - review and input	Med - review and input	Low - input	Low - input	Low - input	OR	* Serves as a helpful communication tool to the entire project team regarding structure * Defines reporting and decision making structure * Assists the team in knowing whom to go to for specific information * Reduces "churn" in order to increase efficiency of the team	Within first three months of project	
		PM2.3	RACI Diagram	A RACI diagram defines who has which roles and responsibilities, as defined by being Responsible, Accountable, Consulted, and Informed. A modified RACI diagram can be developed to show who has primary and secondary responsibilities or other alternate roles.	A. Identify (where) decision rights need to be defined B. Coordinate with project management plan C. Develop RACI or modified RACI diagrams as needed	Variable	Medium - create/document						X						Med - lead	High - decisions and review	Med - review and input	Med - review and input	Low - input	Low - input	Low - input	OR	* Defines roles and responsibilities related to decision criteria * Defines decision rights * Assists the team in knowing whom to go to for specific information * Reduces "churn" in order to increase efficiency of the team	Within first three months of project	
		PM2.4	Additional Support as Needed	During the course of the project, the Executive Steering Committee, Stakeholder Advisory Committee, and VoteCal Project Management Team may need assistance in identifying their approach to governance or facilitating a decision. The OCM Team will assist as necessary.	A. TBD - support as needed	Variable	Low - monitor	Low - monitor	Low - monitor	Low - monitor	Low - monitor			X				X	Low - monitor	Low - monitor	Low - monitor	Low - monitor	Low - monitor	Low - monitor	Low - monitor	n/a	OR	* Assists with decision making process and team building of the governing bodies and groups * Contributes to a "high performing" team	Monitor throughout

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											VoteCal Project Team	SOS Elections	SOS ITD	County Elections	County IT	EMS Vendors	Other	Catalyst OCM Lead	Core Team - Dir/Mgr	Core Team - Elections				Core Team - ITD	SOS Comm Lead	SOS Train Lead	Extended SOS Team	
TA1 Leadership and Management Development	TA1.1	Lessons Learned	At key points in the project, the VoteCal Project will conduct lessons learned with the leadership and management teams to identify opportunities to improve the function and efficiency of the leadership and management groups, as well as with the entire VoteCal Project Team.	A. Facilitate lessons learned at key points, including: a. At the conclusion of each project phase b. After major interaction with counties (e.g. set of site visits, series of regional meetings) c. After meetings with EMS Vendors d. After other key meetings/events	Variable	Low - event based	Low - event based	Low - event based	Low - event based	Low - event based	X	X	X	X	X	X	X	High - lead	High - decisions and review	High - decisions and review	High - decisions and review	Med - input	Med - input	Med - input	OR	* Identifies opportunities to improve the function and working approach of the leadership team as it relates to the VoteCal Project * Reduce risk through identifying and preventing repeated mistakes	Completion of each phase	
	TA1.2	Leadership and Management Team Building	During early stages of the project, and as needed, the VoteCal Project Team (both SOS and Catalyst) will conduct team building activities with members of the SOS leadership and management team, which may include the VoteCal Project Management Team or others.	A. Identify, document, and discuss leadership team roles/responsibilities and expectations B. Identify team norms C. Conduct team readiness assessment (VoteCal Project Management Team, leadership team, other) D. Conduct trust and communication building exercises	Mandatory	Low - event based					X							High - lead	Med - review and input	Low - participate	Low - participate	Low - participate	Low - participate	Low - participate	OR	* Facilitates trust and communication among team * Contributes to a "high performing" team	Start of project	
	TA1.3	Leadership and Management Hot Topics	As needed, the Catalyst Team will conduct (or host via 3rd party) hot topic trainings/development sessions to aid the leadership and management groups in understanding key issues related to the project.	A. PM 101 (i.e. risk management, issue management, etc.) B. Deliverable-based hot topics (i.e., requirements, change management 101, design specifications, testing, leadership communication)	Variable	Low - biweekly presentations						X							Med - lead	Med - present and participate	Low - participate	Low - participate	n/a	n/a	n/a	OR	* Provides knowledge transfer activities * Assists leadership team in learning/developing in key areas related to the project * Supports project efficiency and improvement	Start of project
TA2 Team Development and Alignment	TA2.1	Kick-off	At the beginning of the project, the VoteCal Project Team (both SOS and Catalyst) will conduct a kick-off with the primary team members. This gives the team an opportunity to be introduced to one another and initiate the project relationship.	A. Plan and prepare kick-off B. Conduct kick-off	Variable	Low - single event					X	X	X					High - lead	Med - present and participate	Low - participate	Low - participate	Low - participate	Low - participate	Low - participate	OR	* Serves as an official start to the project * Provides an initial interaction between the team members	Start of project	
	TA2.2	New Team Member Welcome Packet	As new project team members begin, they will need to be ramped up to speed with the remainder of the team.	A. Develop welcome packet materials a. Welcome statement b. Project briefing c. Introduction to staff d. Timeline overview e. Elections Division overview f. County structure overview g. Team standards (incl. policy paperwork, HAVA timekeeping) h. SharePoint overview B. Conduct one-on-one sessions as needed	Needs Based	Low - create	Low - update as needed	Low - update as needed			X							Med - lead	Low - review and input	Low - review and input	Low - review and input	n/a	n/a	n/a	OR	* Provides an opportunity to engage new team members	Start of project	
	TA2.3	Status meetings	Throughout the project, a variety of status meetings will be conducted to aid the team's development and understanding.	A. VoteCal Project Management Team Meetings B. All Hands meetings C. Catalyst Team Meetings D. Track Lead Meetings E. Track meetings F. Other	Mandatory	Low - regularly scheduled	Low - regularly scheduled	Low - regularly scheduled	Low - regularly scheduled	Low - regularly scheduled		X	X	X					Med - present and participate	Med - present and participate	Low - participate	Low - participate	Low - participate	Low - participate	Low - participate	OR	* Provides an opportunity to engage team members * Assists in helping team understand the status and direction of the project	Start of project
	TA2.4	Special Events/ Celebrations	When appropriate, the VoteCal Project Team (both SOS and Catalyst) will conduct special events or celebrations to recognize key milestones and project successes.	A. At the close of each project phase B. After pilot go-live C. Other	Needs Based	Low - event based	Low - event based	Low - event based	Low - event based	Low - event based	X								Med - lead	Low - participate	Low - participate	Low - participate	Low - participate	Low - participate	Low - participate	OR	* Provides an opportunity to engage team members	Start of project, completion of each project phase
	TA2.5	Who's Who Board and Contact List	In order to familiarize team members with one another (including off-site staff), a contact list will be developed with role descriptions. This will be distributed initially and maintained on the SharePoint.	A. Identify team members, roles, and contact information B. Gather key information (e.g. role descriptions) C. Distribute complete list and phone number cheat sheet	Needs Based	Low - create	Low - update as needed	Low - update as needed	Low - update as needed	Low - update as needed	X								Low - lead	n/a	n/a	n/a	n/a	n/a	n/a	OR	* Team building * Helps communication by familiarizing team members with one another	Survey results showing project team do not feel sense of cohesion
	TA2.6	Ad Hoc Meetings	As needed, additional meetings will be conducted to provide knowledge transfer and facilitate team member development.	A. Conduct brown bag lunch discussions B. Conduct system demos C. Conduct process/policy discussions D. Conduct other hot topics (e.g., HAVA policies, voter reg changes, VoteCal System overview, etc.)	Variable	Low - as needed	Low - as needed	Low - as needed	Low - as needed	Low - as needed	X	X	X						Low - participate	Low - participate	Low - participate	Low - participate	Low - participate	Low - participate	Low - participate	OR	* Provides an opportunity to engage team members * Assists in helping team understand the status and direction of the project	Monitor throughout
TA3 County Leadership Alignment	TA3.1	Kick-off	At the beginning of the project and prior to installing counties in the deployment process, kick-off sessions will be held. Regional sessions will be held to initiate the project, and county-specific meetings will be held related to deployment.	A. Regional Kick-offs B. Kick-offs to start detailed implementation activities with each county	Mandatory	(note: completed in Planning Phase) Medium - series of events		Medium - second series for implementation						X	X			Med - support	Med - review and input	High - lead	Low - monitor	High - Lead	Low - monitor	n/a	OR	* Provides an opportunity for stakeholder engagement * Marks key points in the project for county stakeholders	Start of project - initial kickoff Approx one month before start of implementation preparation activities - second wave kickoff	
	TA3.2	County and SOS Leadership Vision Alignment	While SOS leadership shares a common understanding and vision for the VoteCal Project, County leaders may have a different view. To bridge potential gaps, the VoteCal Project Team (both SOS and Catalyst) will need to conduct activities to align the goals of both parties.	A. Survey county leadership regarding key goals, vision B. Identify key issues and gaps in leadership vision C. Develop and implement responses	Variable	High - initial assessments	Low - monitor							X	X			Med - support	High - lead	High - lead	Low - monitor	Med - review and input	Low - monitor	n/a	OR	* Creates a shared vision and team environment between SOS and county leaders * Provides the VoteCal Project Team (both SOS and Catalyst) an understanding of	Survey results indicating county staff do not feel they understand vision	
	TA3.3	Status Updates / Advanced Communications	Throughout the project, a variety of status meetings and communications will be conducted to share key information with county stakeholders.	A. Identify communication vehicles B. Identify key points in which to conduct status C. Conduct communication activities D. Update and maintain project website	Variable	Medium - initial messages	critical messages	Medium - transition to direct channels	Low - through direct channels	Low - through direct channels				X	X				Med - support	Low - review and input	Med - review and input	Low - review and input	High - lead	Low - review and input	n/a	BP/OR	* Provides an opportunity for stakeholder engagement * Shares information with county users in a timely manner	Monitor throughout; dial up as feedback indicates diversion from core messages

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										VoteCal Project Team	SOS Elections	SOS ITD	County Elections	County IT	EMS Vendors	Other	Catalyst OCM Lead	Core Team - Dir/Mgr	Core Team - Elections	Core Team - ITD	SOS Comm Lead	SOS Train Lead	Extended SOS Team						
CMC1 SOS Staff Communications and Change Management	CMC1.1	Voice of the Customer Analysis	Use survey tools and interaction with county end users to understand their communication preference, existing vehicles that can be leveraged for future VoteCal OCM activities. This may also include an analysis of the different types of counties and local barriers to change.	Variable	(note: completed in Planning Phase) Medium - create/document													High - lead	Low - review and input	Med - review and input	Low - review and input	Med - review and input	Low - review and input	n/a	OR	* Establish early understanding and open dialogue with end users, in order to enhance the effectiveness of future activities	Start of the project		
	CMC1.2	Communication and Change Management Plan	At the beginning of the Design phase, a detailed plan will be created out of the results of the Organizational Readiness Assessment. This plan will identify tasks, assign owners, and create measurement/ mitigation techniques.	Variable	High - create	Low - update as needed	Low - update as needed	Low - update as needed	Low - update as needed	Low - update as needed								High - lead	Low - review and input	Med - review and input	Low - review and input	High - lead	Low - review and input	n/a	OR	* Creates a proactive response to the results of the Org Readiness Assessment * Creates an actionable and measurable plan with agreed-upon scope	Start of the project		
	CMC1.3	Execution of Communications Plan	Throughout the Design, Development, Testing, Pilot and Deployment phases, the Communication Plan will be executed. This plan will be used to direct all communications, including providing direction on resources/scope. Formal and informal communications should be consistent with the messaging agreed to through the plan.	Sample tasks include: A. FAQs / Q&A from sessions B. Newsletters / Brochures / Website postings (docs, blogs, wiki) C. Presentation Slides D. Event-specific materials (handouts)	Variable	Low - initial messages	Low - with selected groups	Medium - ramping up direct communications	High - large volume	High - large volume									Med - support	Med - present and review	Med - present and review	Low - monitor	High - Lead	Low - monitor	n/a	BP/OR	* Delivery of consistent and deliberate communication messages * Creates a process for tracking and archiving communications, enabling efficient repetition as needed	Completion of the Communication Plan	
	CMC1.4	Execution of Change Management Plan	Throughout the Design, Development, Testing, Pilot and Deployment phases, the Change Management Plan will be executed. This plan will be used to direct all change management activities, including providing direction on resources/scope. Activities will be coordinated closely with the Communications and Training activities, in order to provide consistent and user-appropriate messages to users. Dress rehearsals and pilots will be used as appropriate to maximize effectiveness and identify barriers/points of resistance.	Variable	Low - initial messages	Medium - buy-in of critical stakeholder	Medium - setting expectations for all	High - large volume	High - large volume										High - lead	Med - present and review	Med - present and review	Low - monitor	Med - support	Low - monitor	n/a	BP/OR	* Delivery of consistent and deliberate change techniques * Creates a process to monitor progression through the stages of change, and move through the barriers/ points of resistance	Completion of the Change Management Plan	
	CMC1.5	Branding	Throughout all phases of the VoteCal Project, provide consistent naming and messaging for the major project components. This will increase sight-recognition, repeatability, and conciseness of messages.	A. Refine core project naming (project, phases, stakeholders, etc.) B. Develop core messages for each project phase C. Refine branding/ messaging throughout phase	Needs Based	Medium - create	Low - reinforce	Low - reinforce	Low - reinforce	Low - reinforce									High - lead	Med - review and input	Med - review and input	Low - monitor	High - Lead	Low - monitor	n/a	OR	* Enhance the consistency of messages in order to inspire confidence in a unified leadership vision * Strengthen stakeholder buy-in to a defined project vision	Start of the project	
	CMC1.6	SOS Project Champions	Throughout the project, but particularly in the Development, Testing and Deployment phases, SOS Elections Division staff will be used as 'champions' to help spread the word and enthusiasm for VoteCal. The SOS Project Champions may be given advanced or more detailed information to share, and will be asked to reinforce information given in Division-wide presentations. Champions may also be given guidance on localizing messages where appropriate and escalating feedback/ concerns to the VoteCal Project Team.	A. Develop profile and responsibilities list for Change Champions B. Work with county leadership to identify Change Champions C. Conduct kick-off sessions D. Develop quarterly/ monthly messages and activities for Change Champions to share with staff E. Develop repository for instructions, samples and sharing to be referenced as needs arise	Needs Based	Medium - plan	High - implement	Low - monitor	Low - monitor	Low - monitor									High - lead	Low - review and input	Med - review and input	Low - monitor	High - Lead	n/a	n/a	BP/OR	* Communications will be spread to a wider audience of stakeholders through the endorsement of local staff. * Messages will be localized, yet consistent with project direction. * Workload will be distributed across a larger number of people * Local feedback will have a formal channel for escalation	Decision whether to pursue, based on analysis of other communication channels	
Change Management & Communications	CMC2 County Staff Communications and Change Management	CMC2.1	Voice of the Customer Analysis	Use survey tools and interaction with county end users to understand their communication preference, existing vehicles that can be leveraged for future VoteCal OCM activities. This may also include an analysis of the different types of counties and local barriers to change.	Needs Based	Medium - create/document												High - lead	Low - review and input	Med - review and input	Low - review and input	Med - review and input	Low - review and input	n/a	OR	* Establish early understanding and open dialogue with end users, in order to enhance the effectiveness of future activities	Start of the project		
		CMC2.2	Communication and Change Management Plan	At the beginning of the Design phase, a detailed plan will be created out of the results of the Organizational Readiness Assessment. This plan will identify tasks, assign owners, and create measurement/ mitigation techniques.	Variable	(note: completed in Planning Phase) High - create	Low - update as needed	Low - update as needed	Low - update as needed	Low - update as needed	Low - update as needed								High - lead	Low - review and input	Med - review and input	Low - review and input	High - lead	Low - review and input	n/a	OR	* Creates a proactive response to the results of the Org Readiness Assessment * Creates an actionable and measurable plan with agreed-upon scope	Start of the project	
		CMC2.3	Execution of Communications Plan	Throughout the Design, Development, Testing, Pilot and Deployment phases, the Communication Plan will be executed. This plan will be used to direct all communications, including providing direction on resources/scope. Formal and informal communications should be consistent with the messaging agreed to through the plan.	Sample tasks include: A. FAQs / Q&A from sessions B. Newsletters / Brochures / Website postings (docs, blogs, wiki) C. Presentation Slides D. Event-specific materials (handouts)	Variable	Low - initial messages	Low - with selected groups	Medium - ramping up direct communications	High - large volume	High - large volume									Med - support	Med - present and review	Med - present and review	Low - monitor	High - Lead	Low - monitor	n/a	BP/OR	* Delivery of consistent and deliberate communication messages * Creates a process for tracking and archiving communications, enabling efficient repetition as needed	Completion of the Communication Plan
		CMC2.4	Execution of Change Management Plan	Throughout the Design, Development, Testing, Pilot and Deployment phases, the Change Management Plan will be executed. This plan will be used to direct all change management activities, including providing direction on resources/scope. Activities will be coordinated closely with the Communications and Training activities, in order to provide consistent and user-appropriate messages to users. Dress rehearsals and pilots will be used as appropriate to maximize effectiveness and identify barriers/points of resistance.	Variable	Low - initial messages	Medium - buy-in of critical stakeholder	Medium - setting expectations for all	High - large volume	High - large volume										High - lead	Med - present and review	Med - present and review	Low - monitor	Med - support	Low - monitor	n/a	BP/OR	* Delivery of consistent and deliberate change techniques * Creates a process to monitor progression through the stages of change, and move through the barriers/ points of resistance	Completion of the Change Management Plan
		CMC2.5	Branding	Throughout all phases of the VoteCal Project, provide consistent naming and messaging for the major project components. This will increase sight-recognition, repeatability, and conciseness of messages.	A. Refine core project naming (project, phases, stakeholders, etc.) B. Develop core messages for each project phase C. Refine branding/ messaging throughout phase	Needs Based	Medium - create	Low - reinforce	Low - reinforce	Low - reinforce	Low - reinforce									High - lead	Med - review and input	Med - review and input	Low - monitor	High - Lead	Low - monitor	n/a	OR	* Enhance the consistency of messages in order to inspire confidence in a unified leadership vision * Strengthen stakeholder buy-in to a defined project vision	Start of the project
		CMC2.6	County Project Champions	Throughout the project, but particularly in the Development, Testing and Deployment phases, select county elections staff will be used as informal 'champions' to help spread the word and enthusiasm for VoteCal. The County Project Champions may be given advanced or more detailed information to share, but more specifically will be asked to spread information given in regional presentations. Champions may also be given guidance on localizing messages where appropriate and escalating feedback/ concerns to the VoteCal Project Team.	A. Develop profile and sample messages/activities for Change Champions B. Identify potential champions C. Conduct kick-off sessions D. Develop quarterly/ monthly messages and activities for Change Champions to share with staff E. Develop repository for instructions, samples and sharing to be referenced as needs arise	Needs Based	Medium - plan	High - implement	Low - monitor	Low - monitor	Low - monitor									High - lead	Low - review and input	Med - review and input	Low - monitor	High - Lead	n/a	n/a	BP/OR	* Communications will be spread to a wider audience of stakeholders through the endorsement of local staff. * Messages will be localized, yet consistent with project direction. * Workload will be distributed across a larger number of people * Local feedback will have a formal channel for escalation	Decision whether to pursue, based on analysis of other communication channels
CMC3 EMS Vendor Communications and Change Management	CMC3.1	Kick-off	Prior to initiating design and development activities, kick-off sessions will be held. The sessions may be in-person or via conference call/webcast.	Variable	Low - event based													Med - support	Med - review and input	High - lead	Med - review and input	Med - support	n/a	n/a	BP/OR	* Initiates relationship with stakeholder group * Provides an opportunity to launch activities with stakeholder * Provides an opportunity for stakeholder engagement	Start of the project		
	CMC3.2	EMS Vendor and SOS leaderships vision alignment	EMS Vendors to-date have received limited information about their role in the VoteCal Project and the impact on their relationship with counties. Vision Alignment sessions should be held to understand EMS Vendor concerns and to bring everyone in line with a single vision. Most importantly, the EMS Vendors need to be reassured that this project is not a threat to their business and build their commitment to shared success.	Needs Based	Medium - initial messages	Low - as needed												Med - support	Low - monitor	High - lead	Med - review and input	Med - support	n/a	n/a	OR	* Creates a shared vision and team environment between SOS and Business Partners * Provides the VoteCal Project Team (both SOS and Catalyst) an understanding of Business Partners key issues	Survey results indicating EMS vendors do not feel they understand vision		
	CMC3.3	Status Updates / Advanced Communications	Throughout the project, a variety of status meetings and communications will be conducted to share key information with EMS Vendors	A. Identify communication vehicles B. Identify key points in which to conduct status C. Conduct communication activities D. Update and maintain project website	Variable	Low - as needed	Low - as needed	Low - as needed	Low - as needed	Low - as needed									High - lead	Low - monitor	High - lead	Med - review and input	High - lead	n/a	n/a	BP/OR	* Provides an opportunity for stakeholder engagement * Shares information with Business Partners in a timely manner	Monitor throughout	
	CMC3.4	Planning Meetings / Requirements Discussions	As part of the design/development phase, the VoteCal Project will work with the EMS Vendors to plan and design requirements. Sessions will need to be conducted to understand/define the business processes. These sessions make the EMS Vendors part of the change and help them buy in to the transition.	Variable	Low - planning	Low - detailed requirements													Med - support	Med - review and input	High - lead	Med - review and input	Med - support	n/a	n/a	BP/OR	* Provides an opportunity for stakeholder engagement * Provides an opportunity for the Business Partner to help develop the solution, rather than it being mandated to them.	Start of the project	
	CMC3.5	Invitation to Select Team Events	EMS Vendors should be invited to select project events to celebrate project successes with the VoteCal Project Team, and to further relationship development.	Needs Based	Low - event based	Low - event based	Low - event based	Low - event based	Low - event based	Low - event based									Med - lead	Low - monitor	Low - monitor	Low - monitor	Med - lead	n/a	n/a	OR	* Initiates relationship with stakeholder group * Provides an opportunity to launch activities with stakeholder * Provides an opportunity for stakeholder engagement	Monitor throughout	

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											VoteCal Project Team	SOS Elections	SOS ITD	County Elections	County IT	EMS Vendors	Other	Catalyst OCM Lead	Core Team - Dir/Mgr	Core Team - Elections				Core Team - ITD	SOS Comm Lead	SOS Train Lead	Extended SOS Team	
WT1 Process, Procedure, and Policy Impact Management	WT1.1	Process Mapping/ Design Sessions	Activity includes the development and on-going use of current state (as-is) and future state (to-be) process diagrams .	A. Develop master list of potential processes B. Develop as-is maps with SOS staff C. Develop to-be maps with SOS staff D. Review maps and identify potential policy and procedural issues E. Work with SOS to resolve issues F. Utilize maps to facilitate design G. Utilize maps to facilitate discovery sessions H. Utilize maps to facilitate on-going discussions with counties and other stakeholders	Variable	High - many detailed sessions					X	X		X	X			Med - support	Low - participate	Med - participate	Med - participate	Low - participate	Low - participate	Low - participate	BP	* Development process provides a common understanding of the flow of data and business * Outputs from the discussions can be used to facilitate understanding among other stakeholders * Outputs can also be used as a starting point for developing use cases and training materials * Provides an opportunity for stakeholder engagement	Throughout Design phase	
	WT1.2	Requirements Validation Sessions	The requirements validation sessions are used to walk through the requirements developed by SOS and to confirm an understanding of the business needs. During the sessions, a more thorough understanding of the intended business process, procedures, and policies (and their impacts) will be discovered.	A. Prepare materials and tools for conducting session B. Provide a common understanding of what is needed for 'processes' and 'requirements' to the participants C. Schedule and conduct sessions D. Conduct follow-up sessions or exploration, as needed	Variable	None - done in Planning Phase Medium - short detailed sessions					X							Med - support	Low - participate	Med - participate	Med - participate	Low - participate	Low - participate	Low - participate	BP/OR	* Provides a common understanding of the business needs and functional requirements * Provides an opportunity for stakeholder engagement	Beginning of Design phase	
	WT1.3	Discovery Sessions	Discovery sessions provide an opportunity for the Catalyst Project Team to walk-through the preliminary system design with Counties. The sessions are held to gather feedback on the preliminary system design and issues/challenges that may affect counties.	A. Prepare materials and tools for conducting sessions B. Provide a common understanding of what the preliminary design includes, and how this impacts processes C. Schedule and conduct sessions D. Conduct follow-up sessions or exploration, as needed	Mandatory	High - many detailed sessions													Med - support	Low - participate	Med - participate	Med - participate	Low - participate	Low - participate	Low - participate	BP/OR	* Provides a common understanding of the business needs and functional requirements * Provides an opportunity for stakeholder engagement	Following Deliverables 2.1 and 2.2
	WT1.4	Revision of Policies	As a result of the new system or revised business processes, new policies may need to be developed and existing policies may need to be revised.	A. Review system and process impacts on policy B. Develop database/list of policies that need to be refined C. Resolve internal policies (via SOS leadership) D. Forward statewide policy needs to Advisory Group E. Document results in database: issue policy manual or other communication as needed	Variable	Low - identification of policy issues	High - negotiation of policies	Medium - finalization											Med - support	Med - review and input	High - review and input	Low - monitor	n/a	n/a	n/a	BP	* Identifies potential risks or challenges to the process implementation * Provides an opportunity for stakeholder engagement	Based on identification of policies needing revision during Design sessions
	WT1.5	Form Redesign	Voter registration card and internal SOS forms may need to be redesigned based on data needs in the new system, as well as potential process design options. This analysis and redesign would identify and resolve those issues	A. Review VoteCal System data needs to determine if forms are missing any data B. Review processes to determine any potential impacts to forms C. Review any changes to statewide forms with CACEO business procedures group D. Organize SOS staff working group to develop changes to internal SOS forms E. Develop recommendations	Needs Based	High - analysis and redesign	Medium - finalization						X	X	X				Med - support	Med - review and input	High - review and input	Low - monitor	n/a	n/a	n/a	BP	* Identifies potential risks or challenges to the process implementation * Provides an opportunity for stakeholder engagement	Review of form design triggered by business process changes (e.g. data entry)
	WT1.6	Floor plan/ Workspace Analysis	Based on the process changes at SOS, there may be a need to re-organize the workflow at SOS from a physical perspective. This analysis would determine whether there is such a need, as well as a proposed solution.	A. Review process maps B. Identify potential impacts C. Baseline floor plan D. Work with SOS leadership and staff to develop recommendations	Needs Based	Medium - analysis	High - finalization						X	X					Med - support	Med - review and input	High - review and input	Low - monitor	n/a	n/a	n/a	BP/OR	* Identifies potential risks or challenges to the process implementation * Provides an opportunity for stakeholder engagement	Review of floor plan/workspace triggered by business process changes (e.g. flow of handoffs/paper movement)
WT2 Workforce Transformation	WT2.1	High-Level Org Transition Impact Analysis (County)	Identifies potential organizational gaps (i.e., appropriate staffing levels, organizational structure issues) for each county based on the various process, procedure, policy, and technical impacts of implementing VoteCal. The analysis will be a standard tool/checklist to apply to each county.	A. Develop impact analysis tool/checklist B. Baseline current organizational structure C. Gather other needed data (via interviews or other methods with county) D. Conduct analysis E. Share results with SOS F. Share results with county	Needs Based	High - analysis												Med - support	Low - review and input	High - review and input	Low - review and input	n/a	n/a	n/a	OR	* Identifies risk at the county level * Provides consistent approach to identifying organizational issues across counties * Identifies areas for further analysis by County	Follows completion of design/process decisions	
	WT2.2	High-Level Org Transition Impact Analysis (SOS)	Identifies potential organizational gaps (i.e., appropriate staffing levels, organizational structure) for SOS.	A. Develop impact analysis tool/checklist B. Baseline current organizational structure C. Gather other needed data D. Conduct analysis E. Share results with SOS	Variable	High - analysis					X	X	X						Med - support	Med - review and input	Med - review and input	Med - review and input	n/a	n/a	n/a	OR	* Identifies risk for SOS Elections Division * Identifies areas for further analysis by VoteCal Project Team	Follows completion of design/process decisions
	WT2.3	Guidance on County Org Design/ Transition	Based on the high level organizational transition analysis above, guidance can be provided by SOS and the VoteCal Project to counties, as needed.	A. Review high level analysis (conducted above) B. Develop tools, templates, or other mechanisms to provide support C. Conduct meetings with county leadership, as needed D. Sponsor workshops (in-person, phone, or web) to aid counties in their next steps	Needs Based	Medium - share	Low - follow-up								X	X			Med - support	Low - review and input	Med - review and input	Low - review and input	n/a	n/a	n/a	OR	* Provides assistance to counties without mandates * Provides SOS a mechanism to continue working with counties * Assists the VoteCal Project Team (both SOS and Catalyst) in monitoring go-live readiness	Following high-level analysis
	WT2.4	User Role Mapping	Outlines the skills, knowledge and abilities needed to achieve VoteCal business objectives. Addresses role requirements of the new system and is then used to communicate to employees how they interact with the system and processes, to assist with role based training efforts and to define application security.	A. Review To Be business processes and associated system roles B. Define user roles, including coordinating with Technical Team on Access Rights C. Identify role requirements (i.e., responsibilities, required knowledge, skills and abilities, associated business processes and the training pre-requisites, both system and functional, for each person or job assigned this role) D. Match users to roles E. Provide role mapping to training team and development team	Variable	Low - plan	Medium - enforce	Low - follow-up			X	X	X	X	X				Med - support	Med - review and input	High - decisions and review	Med - review and input	n/a	n/a	n/a	BP/OR	* Assists in identifying user count * Assists in identifying user access rights * Assists in identifying user training needs/types and class type counts	Follows completion of design/process decisions
	WT2.5	Job Duty Statement Analysis and Refinement (SOS)	Based on process changes, the VoteCal Project may need to assist SOS in redefining job duty statements to more accurately reflect the new roles and responsibilities required to fulfill the new business processes.	A. Review high level analysis (conducted above) B. Review To Be business processes and determine impact on job duties C. Review existing job duty statements of the Elections Division and identify potential changes D. Discuss potential changes with SOS management E. Update job duty statements F. Review updated job duty statements with SOS G. Work with SOS personnel department to review, approve, and implement new job duty statements	Needs Based	Low - handoff from org impact	Medium - create/refine					X	X	X					Med - support	High - decisions and review	High - decisions and review	High - decisions and review	n/a	n/a	n/a	BP/OR	* Identifies job role gaps needed to support new system * Assists in identifying the appropriate staffing level needs	Following high-level analysis
	WT2.6	Staffing Level Analysis (SOS)	Based on process changes and updated job duties/responsibilities, an analysis will need to be conducted to determine if the Elections Division and ITD has an appropriate number of staff to support the new job functions.	A. Review high level analysis (conducted above) B. Review new job duty statements and existing staffing levels C. Estimate volume of process transactions per employee in each job role D. Identify peak workload times (i.e., upcoming election) and potential issues E. Work with SOS to determine if staff level seems appropriate for transaction volume F. Provide recommendation to SOS Management	Needs Based	Low - plan						X	X	X					Med - support	High - decisions and review	High - decisions and review	High - decisions and review	n/a	n/a	n/a	OR	* Provides an understanding of the peak workload issues and staffing levels needed to support SOS' business processes	Following job duty analysis
	WT2.7	Organizational Structure/Model Analysis and Refinement (SOS)	Provided the staffing analysis and job duty refinement above, it may be appropriate for SOS to rebalance the Elections Division organizational structure to better align with the new roles, duties, processes, etc. This step provides that analysis and organizational overview.	A. Review high level analysis (conducted above) B. Identify any challenges to span of control (i.e., # of employees to supervisor/manager) C. Identify any challenges with balance or organizational categorization D. Present options and recommendations to SOS E. Update organizational structure chart/graphic	Needs Based	Medium - plan	Medium - enact					X	X	X					Med - support	High - decisions and review	High - decisions and review	High - decisions and review	n/a	n/a	n/a	OR	* Aids SOS managers in their duties by balancing span of control * Balances the new organization based on the new job functions and staffing levels	Following job duty analysis

		WHAT/HOW				WHEN						WHO										WHY									
		ID	Activity	Description	Tasks	Mandatory/ Needs Based	Design Phase (Nov 09 - June 10)	Development Phase (June 10 - Apr 11)	Testing Phase (Apr 11 - July 11)	Pilot Phase (July 11 - Sep 11)	Deployment Phase (Sep 11 - Dec 11)	Stakeholders - Focus of Activity						Resources / Level & Nature of Effort				BP or OR focus?	Benefits	Triggers							
												VoteCal Project Team	SOS Elections	SOS ITD	County Elections	County IT	EMS Vendors	Other	Catalyst OCM Lead	Catalyst Train Lead	Core Team - Dir/Mgr	Core Team - Elections	Core Team - ITD	SOS Comm Lead	SOS Train Lead	Extended SOS Team					
Training	T1 End User Training Materials	T1.1	Training Needs Assessment	Early in the Design phase, a Training Needs Assessment will be conducted, in order to understand the parameters under which the Training Plan will be developed. These parameters include the audience, the scope of materials, training vehicles, and basic pre-requisite needs.	A. Identify user groups B. Identify training topics C. Survey users for basic skills and training preferences D. Identify training method feasibility	Mandatory	Low - assess						X	X	X	X			High - lead	n/a	Med - review and input	Med - review and input	Low - review and input	n/a	High - lead	n/a	BPIOR	Better understanding of the needs and constraints for training Better understanding of the challenges and advantages to various training approaches	Following initial design deliverables, following discovery sessions		
		T1.2	Training Plan	During the Design Phase, the Training Needs Assessment, along with the completed Initial Design deliverables will be used to create Training Plan. This plan will lay out the activities required to develop and deliver training to all end user groups. This plan will finalize resource needs, identify inputs required from other parts of the VoteCal Project Team, and identify potential risks in the development process.	Develop a plan with the following components: A. User group identification B. Training Curriculum outline C. Training Environment needs D. Train-the-trainer plan E. High-level delivery timeline F. Inputs from other areas of the VoteCal Project	Mandatory	High - big picture						X							High - lead	n/a	Med - review and input	Med - review and input	Low - monitor	n/a	High - lead	n/a	BPIOR	Identify resources needed to complete all activities Identify connection points to other parts of the VoteCal Project	Following Training Needs Analysis, dependent on design deliverables	
		T1.3	Training Courses	During the Development and Testing phases, a series of detailed storyboards will be created for each of the training courses, in order to outline the curriculum to be covered in each course. These storyboards will also be used to identify points of overlap and repetition, in order to reduce workload and promote consistency.	Develop outlines for the following courses: A. End-User Training (Initial and on-going) B. Supervisor/Manager Training C. Technical Training D. Help Desk/User Support Training	Mandatory		High - detailed storyboards					X							High - lead	n/a	Med - review and input	Med - review and input	Low - monitor	n/a	High - lead	n/a	BP	Finalize earlier estimates of resources and development time Provide clarification on how all courses will interact	Following Training Plan	
		T1.4	Training Materials	Following the development of the Training Courses storyboards, the training materials for all courses will be developed in the Development and Testing phases. This will include creation of all in-class materials, preparation of training data to be used in exercises, and take-home materials for student use.	Develop materials to support classroom delivery: A. Instructor presentations B. Student guides with exercises C. Quick Reference Guide D. Other support material E. Train-the-trainer guide (for post-go-live training)	Mandatory		Medium - begin to create	High - create					X	X	X	X			Low - support	High - lead	Med - review and input	Med - review and input	Low - monitor	n/a	High - lead	n/a	BPIOR	A complete set of materials will be produced to facilitate delivery and student learning	Following Training Courses (storyboards)	
		T1.5	Knowledge Transfer Plan	In the Design Phase, a set of Knowledge Transfer (KT) Plans will be developed at both a group and individual level. These KT Plans will be used to increase awareness of the SOS Team in all parts of the project, as well as facilitate the eventual transfer of duties.	A. Identify SOS team members to receive KT B. Develop KT Plans (individual and group) C. Establish baseline knowledge and skill levels D. Incorporate KT Plan into performance review process	Mandatory	Medium - plan						X	X	X					High - lead	n/a	High - decisions and review	Low - review and input	n/a	BPIOR	Early planning will allow adequate time to transfer information and incorporate into personnel processes (as appropriate)	Following initial design deliverables, following discovery sessions				
	T2 End User Training Delivery	T2.1	Training Logistics	In preparation for the delivery of training in the Pilot and Deployment phases, a set of processes will be developed for training logistics. This includes establishing a training schedule and preparing students, trainers and facilities for the training events.	A. Room reservations B. Invitations C. Monitoring attendance D. Room set-up	Mandatory			Medium - plan	High - execute	High - execute		X	X	X	X	X			Low - support	High - lead	Low - monitor	Med - monitor	Low - monitor	n/a	High - lead	n/a	OR	Provides a formalized, repeatable process for ensuring logistics readiness Provides training attendance as input to Go/No Go decisions	Approximately three months prior to start of training delivery	
		T2.2	Training Evaluations (course & trainer)	In order to confirm all end users receive the same high-quality training experience, evaluations are needed for the effectiveness both of the course materials/design and the trainers themselves. These evaluations will be created in advance of Pilot and Deployment training delivery, along with mitigation strategies for low scoring evaluations.	A. Develop training evaluations B. Collect training evaluations in each course C. Develop mitigation strategies to be implemented for low-scoring courses and trainers	Mandatory			Low - create	Medium - monitor	Medium - monitor		X	X	X	X	X			Low - support	High - lead	Low - monitor	Low - monitor	Low - monitor	n/a	High - lead	n/a	OR	Formal evaluation will confirm or deny effectiveness of execution Prepared mitigation strategies will allow for rapid correction	Evaluation complete and vetted prior to start of training	
		T2.3	Knowledge Transfer Activities (for Project staff and M&O support)	The previously defined Knowledge Transfer plans will be executed throughout the project lifecycle in order to create a progressive and continual learning environment, begin to build redundancy to reduce risk, and allow for development of competence and expertise during the project lifecycle.	A. Execute on individual KT Plans, including conducting weekly activities B. Execute on project KT Plans, including conducting periodic knowledge transfer sessions C. Monitor progress against plans D. Adjust as new needs arise	Variable		Low - execute per plan	Medium - execute per plan	Low - execute per plan	Low - execute per plan		X	X	X					Med - support	Med - support	Low - participate	Low - participate	Low - participate	Low - participate	Low - participate	Low - participate	n/a	BPIOR	Prepare for future transfer of ownership of activities through incremental learning Create redundancies to be able to react more quickly to critical tasks	Approximately beginning of Development Phase
		T2.4	End User Training	Training will be conducted for both the new VoteCal system, as well as the remediated county EMS systems. Details of the training delivery will be documented in the Training Plan (Deliverable 2.10).	A. Deliver training to County staff B. Deliver training to SOS staff	Mandatory			Medium - begin Pilot delivery	High - deliver	High - deliver			X	X	X	X			Med - support	High - lead	Low - monitor	Low - monitor	Low - monitor	n/a	High - lead	n/a	BP	Create a common foundation of skill in using the new and updated system.	Approximately 30 days prior to go-live	
	T3 Training Support Aids	T3.1	Training Pre-Requisites	In order to facilitate productive classroom training experiences, it is necessary to establish a common baseline of user knowledge and skills. The Training Needs Assessment will identify any pre-requisite activities necessary to facilitate a more effective classroom experience.	A. Use training needs assessment to identify baseline skills needed B. Identify other pre-requisite topics C. Create training materials and finalize delivery method D. Track completion of pre-requisites	Needs Based		High - assess/create/monitor					X	X	X	X	X			Med - support	High - lead	Low - monitor	Low - monitor	Low - monitor	n/a	High - lead	n/a	BPIOR	Establish a common baseline for users prior to entering formal training Promote the success of training through distribution of content across time	Following Training Plan	
		T3.2	Knowledge Base	In order to facilitate ongoing learning amongst users, a Knowledge Base will be built during the Development phase and expanded throughout the remainder of the project (and beyond). The Knowledge Base will serve as a central repository of information for end users on specific processes and system functionality. The Knowledge Base will also allow collaboration and sharing of best practices between counties.	A. Determine technical options for Knowledge Base B. Develop initial core content C. Identify plan for ongoing updates D. Share method with end users for sharing	Needs Based		Medium - plan	High - create	Low - update as needed			X	X	X	X	X			High - lead	High - lead	Med - review and input	Med - review and input	Med - review and input	Low - monitor	High - lead	n/a	BPIOR	Provide a "pull" mechanism to allow users to access information as needed Provide a vehicle for intra-county sharing	Plan during Development (based on Design deliverables). Develop during Testing (using access to test environment)	
		T3.3	On-line Help	Training best practices indicate that major functionality and processes should be covered in classroom training, but that nuanced details and obscure processes should be available on an as-needed basis. On-line Help will be created at a page level (possibly also field level). In order to help users learn and navigate these less used functions, it will also serve to reinforce correct procedures and answer user questions.	A. Determine technical options (e.g. text vs. video) B. Determine level of detail C. Create initial content D. Identify process and schedule for ongoing updates	Variable		High - create	Medium - update as needed	Low - monitor	Low - monitor		X	X	X	X	X			High - lead	High - lead	Med - review and input	Med - review and input	Med - review and input	Low - monitor	High - lead	n/a	BPIOR	Provide a "pull" mechanism to allow users to access information as needed Increase user self-sufficiency	Plan during Development (based on Design deliverables). Develop during Testing (using access to test environment)	

		WHAT/HOW			WHEN					WHO										WHY										
		ID	Activity	Description	Tasks	Mandatory/ Needs Based	Design Phase (Nov 09 - June 10)	Development Phase (June 10 - Apr 11)	Testing Phase (Apr 11 - July 11)	Pilot Phase (July 11 - Sep 11)	Deployment Phase (Sep 11 - Dec 11)	Stakeholders - Focus of Activity							Resources / Level & Nature of Effort			BP or OR focus?	Benefits	Triggers						
												VoteCal Project Team	SOS Elections	SOS ITD	County Elections	County IT	EMS Vendors	Other	Catalyst OCM Lead	Core Team - Dir/Mgr	Core Team - Elections	Core Team - ITD	SOS Comm Lead	SOS Train Lead	Extended SOS Team					
Implementation Support	IS1 Pilot Readiness and Assessment	IS1.1	Pilot Implementation	In the Pilot Deployment and Testing phase, the new system and process environment will be rolled out to an identified pilot county or region. This early and controlled implementation will allow the VoteCal Project Team (both SOS and Catalyst) and EMS vendors to better understand the challenges that will be encountered through cutover and implementation. The performance measures and lessons learned derived from this limited rollout will be used to adjust planned statewide implementation activities.	Sample high-level tasks include: A. Define county/region to participate B. Conduct cutover/ rollout C. Monitor process effectiveness against baselines D. Monitor quality against baselines E. Develop report on changes in metrics	Mandatory				High		X	X	X	X	X	X		High - lead	Med - participate	Med - participate	Med - participate	Low - monitor	Low - monitor	Low - participate	BP/OR	Practice execution of cutover and implementation processes Identify changes in baseline performance in order to adjust communications	Planning begins approximately three months prior to start of Pilot Phase		
		IS1.2	Pilot Lessons Learned	During and following the rollout to the Pilot county/region, VoteCal Project Team (both SOS and Catalyst) member and end users will be surveyed to better understand the challenges encountered and opportunities for improvement. This information will be used to refine rollout plans for statewide implementation and to inform communication messages for other end users and stakeholder groups.	A. Conduct lessons learned with project team on cutover/rollout B. Conduct lessons learned with users on Day One impacts C. Conduct lessons learned with users on Month One impacts D. Develop recommendations for changes to implementation process	Variable				High		X	X	X	X	X			High - lead	Med - participate	Med - participate	Med - participate	Med - participate	Med - participate	Low - participate	OR	Identify areas for improvement Quantify the impact of changes	Completion of Pilot rollout		
	IS2 Implementation Readiness and Rollout	IS2.1	Pre-Assessment (as part of sequence planning)	During the Design and Development phases, the VoteCal Project Team (both SOS and Catalyst) will begin to establish relationships with the various counties, in order to better understand their make-up and the potential barriers to change and implementation. These early baseline assessments will be highly individualized, but will also shape a picture of the commonalities and differences between counties.	A. Develop Pre-Assessment B. Develop mitigation strategies and go/no go criteria C. Refine after Pilot	Variable			Medium - plan and pilot	High - all counties						X	X	X		High - lead	Med - review and input	Med - review and input	Med - review and input	Low - monitor	Low - monitor	Low - monitor	OR	Refined understanding of county needs and barriers Create plans to address early risks	Planning begins approximately two months prior to rollout of pre-assessment; pre-assessment begins approximately six months prior to implementation	
		IS2.2	90-day to Go-Live Readiness Assessment	In the 90 days prior to a county's implementation, a number of defined checkpoints need to be met in order to result in a successful go-live. Each county will be supplied with a workbook and checklist, and a series of meetings will be held to validate completion of these activities. Conduct methodical process for meeting and measuring checkpoints to readiness	A. Develop checklist of activities, including sequencing within 90 day timeframe B. Develop mitigation strategies and go/no go criteria C. Conduct periodic meetings to measure progress D. Refine after Pilot	Mandatory			Medium - plan and pilot	High - all counties						X	X	X		High - lead	Med - review and input	Med - review and input	Med - review and input	Low - monitor	Low - monitor	Low - monitor	OR	Effective preparation for cutover Expectations for all resources will be set through the use of workbooks and checklists	Planning begins approximately two months prior to rollout of readiness assessment; readiness assessment begins 90 days prior to Go Live	
		IS2.3	Go-Live Prep Events	In the final days prior to cutover and implementation, a final Go/No Go checkpoint must be met and a "Go" decision given. This formal checkpoint, along with completion of a series of final cutover preparation activities will facilitate a smooth transition.	A. Create go-live prep checklist (e.g. Training Completion, User Activation) B. Finalize Go/No Go Criteria C. Assign field support / debrief field support D. Finalize county points of contact E. Refine after Pilot	Mandatory			Medium - plan and pilot	High - initial counties	High - remaining counties						X	X	X		High - lead	Med - review and input	Med - review and input	Med - review and input	Low - monitor	Low - monitor	Low - participate	BP/OR	Formal checkpoint prior to cutover results in agreement	Planning begins approximately two months prior to rollout of go-live prep; go-live prep begins 1 week prior to Go Live
		IS2.4	Go-Live Support (on-site, phone, centralized)	For up to thirty days following implementation, County Elections Staff will receive an intense period of support through a combination of on-site and centralized support. This support will include reinforcement of tools for self-support, reinforcement of proper processes and identification of future training needs.	A. Create go-live support workbook B. Conduct on-site support C. Coordinate phone/centralize support D. Coordinate with Help Desk E. Initiate mitigation strategies as necessary F. Refine after Pilot	Mandatory				Medium - plan	High - execute for all counties				X	X	X	X	X		High - lead	High - participate	High - participate	High - participate	Low - monitor	Low - monitor	High - participate	BP/OR	Facilitate successful adoption by end users Set all stakeholders up for long-term success	Planning begins approximately two months prior to initial go-live based on pilot lessons learned
		IS2.5	Post-Go-Live Survey	Following a period of Go-Live Support, an assessment will be conducted to measure progress against baselines, identify additional risks/challenges to future adoption, and identify needs for future training/support.	A. Create survey B. Define mitigation strategies C. Refine after Pilot D. Create post-go-live support plan	Variable				Low - plan	Medium - execute for all counties			X	X	X	X	X		High - lead	Low - monitor	Low - monitor	Low - monitor	Low - monitor	Low - monitor	n/a	OR	Identification of areas needing support for long-term success	Survey completed and vetted prior to initial Go Live	
	IS3 User Support	IS3.1	Help Desk	Availability of a help desk is important to end-users as they transition to a new technology, processes, and policies. The VoteCal Project Team (both SOS and Catalyst) will identify the best approach to meeting end-user needs, and allocate resources appropriately for timely help desk response and other end user support mechanisms.	A. Identify help desk needs. B. Define job roles and responsibilities for help desk staff. C. Assist in determining size, staffing levels, and organizational structure needed for help desk. D. Develop communications and other information materials to help end-users understand the scope and availability of the help desk	Mandatory			Medium - planning and policies	Medium - initial pilot support	High - execute for all counties			X	X	X	X	X		Med - support	Med - monitor	Med - monitor	Med - monitor	Low - monitor	Low - monitor	Med - participate	BP	Provides support to the end-users.	TBD	
		IS3.2	User Groups	Users may find it helpful to have fellow peers to which they can pose questions or seek advice and help. Often, user groups fill a need in helping peer users and peer groups identify common methods, answers, solutions, processes, policies, etc.	A. Identify potential needs for user group(s) B. Determine structure, membership, and implementation of a user group C. Establish user group by working with key stakeholders/users	Variable	Low - planning	High - initiate	Low - monitor	Low - monitor	Low - monitor					X	X	X		Med - support	Med - review and input	Med - review and input	Low - monitor	Low - monitor	Low - monitor	n/a	BP/OR	Provides a support mechanism to end-users.	Analysis of existing venues begins ASAP; begin during Development for aid in data standardization and information sharing	