

CMU 2811
REQUEST FOR PROPOSAL:
5.5.5: Organizational Change Management and Training
Services

Issue Date: July 25, 2024

Proposal Due Date: August 26, 2024, 11:00 AM MST

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1. Introduction

Section 5.5.5 provides activity and responsibility guidance to the System Integrator as it prepares its response and is not meant to replace or dictate the System Integrator's methodology or approach. However, we ask that the System Integrator clearly indicate any material exceptions to contents of Section 5.5.5 to CMU. The System Integrator shall review all RFP documents, including other Schedules and Exhibits, to understand the expected services represented in this document.

Section 5.5.5 sets forth responsibilities of the parties for the full life-cycle organizational change management and training activities.

1.1 Organizational Change Management

Organizational Change Management ("OCM") is a workstream that begins during planning & design and continues through final deployment and support that will enable impacted users to successfully transition from CMU's legacy ERP to the future ERP.

As a priority, OCM should focus on three main things:

1. Detailed understanding of the stakeholders and the impacts of the system and process changes.
2. Comprehensive enablement and mitigation actions to enable staff to successfully work in the new system and with the new processes.
3. End-to-end change management program and activities that are user-centered and integrated across communications, readiness, training, and hyper care support.
4. Role-based change management that includes role-specific training, communications, readiness, and enablement activities for system changes and process, policy, and role changes to ensure optimal adoption and usage to deliver expected benefits.

1.2 Training

Training Services include the development of all training and support materials and the delivery of "train-the-trainer" and end-user role-based training to business and IT stakeholders as defined in a detailed training plan and schedule. The SI will utilize a proven methodology and associated tools to support the Training delivery effort. Furthermore, the SI will apply industry, process, and solution expertise to these services so that the training is delivered within the context of the CMU solution and business process environment. Each training module delivered should be role-based and include end-to-end and integrated process and software usage training.

The specific roles and responsibilities for each party have been outlined in tables 1-6. The SI should strongly consider CMU's expectations set forth in the tables below when developing the proposal response.

2. Responsibilities

2.1 OCM and Training During Planning & Design Phase

This section deals with the up-front OCM activities for Design as well as any incremental Design activities for additional rollouts.

The Supplier will utilize proven methodology and associated tools to deliver OCM services aligned with the scope, key strategic themes/drivers, and priorities of the implementation. The SI will provide industry expertise in OCM process, tools, and solution expertise in their work and deliverables to optimize the engagement, which will be centered around communications, readiness, learning, and knowledge of CMU stakeholders.

The Supplier will utilize a proven methodology and associated tools to deliver OCM services aligned with the scope, key strategic themes/drivers, and priorities. Furthermore, the Supplier will proactively apply industry, process, and solution expertise to minimize downstream re-work and to optimize the engagement and alignment of CMU business and IT stakeholders across the end-to-end solution design and deployment.

Table 1. OCM Roles and Responsibilities - Design

OCM – Design Roles & Responsibilities	Supplier	CMU
A. Process/Role/Organization Change Design		
1. Proactively provide OCM methodology and tools and provide timely education of the use of the methods/tools to CMU personnel.	X	
2. Proactively provide industry, solution, and process-specific expertise and build into the OCM Design best practices to minimize downstream re-work, sub-optimal business process performance, or sub-optimal solution adoption.	X	
3. Leverage the change impacts identified in the Core Design activities, work with CMU to provide specific recommendations regarding process, role, and organization changes required to adopt the best practices inherent in the chosen software.	X	
4. Review and approve or otherwise reject the recommendations provided.		X
5. Create key decision and other required documentation to provide the rationale and agreements made regarding change recommendations and intended adoption or effectiveness of OCM activities, reporting on metrics, and adjusting plans based on assessments.	X	
6. Throughout the OCM Design process, consider business context and impacts by working collaboratively with the CMU PMO, Business Process Leads, Functional Leads, and SMEs.	X	
7. Review, refine, and approve or reject Process/Role/Organization Design deliverables.		X
B. Communications Design		
8. Provide the communications design methodology and tools, in addition to, the timely education of the use of the methods/tools to the OCM Team. This includes templates as well as other communications technologies (e.g., social media tools).	X	
9. Provide an OCM Lead and communications resources to lead the work streams.	X	X

OCM – Design Roles & Responsibilities	Supplier	CMU
10. Evolve the Communications Plan into a more specific Communications Design to articulate audience, mode, frequency, ownership, etc.	X	
11. Review, refine, and approve or reject the Communications Design deliverables.		X
12. Create an Executive Stakeholder Change Management strategy and plan to drive support, engagement, and education of key executive stakeholders.	X	
13. Enact the Executive Stakeholder Change Management plan.		X
C. IT Operating Model Change and Transition Design		
14. Leveraging the change impacts identified in the Core Design activities, provide specific recommendations regarding IT role and organization changes required to support the new solutions and target state vendor ecosystem.	X	
15. Approve the recommendations and changes; create an action plan to execute on the same.		X
16. Create key decision and other required documentation to provide the rationale and agreements made regarding change recommendations and intended transition by the IT organization.	X	
17. Provide leadership and IT process SMEs to work collaboratively with the Supplier.		X
18. Work with the IT Lead and SMEs, create an initial IT Operating Model Transition Design document that creates an early view of the “what/why/who” considerations to build and support the new environment.	X	
19. Review, refine, and approve or reject the IT Operating Model Change and Transition Design deliverables.		X

2.2 OCM During Config-Build-Test Phase

This section deals with the OCM activities anticipated during the Configuration/Build/Test phase. The Supplier will utilize a proven methodology and associated tools to deliver OCM services aligned with the scope, key strategic themes/drivers, and priorities. Furthermore, the Supplier will proactively apply industry, process, and solution expertise to minimize downstream re-work and to optimize the engagement and alignment of CMU business and IT stakeholders across the end-to-end solution being configured, built, tested, and eventually deployed.

Table 2. OCM Roles and Responsibilities – Config-Build-Test

OCM – Config/Build/Test Roles & Responsibilities	Supplier	CMU
A. Process/Role/Organization Change		
1. Provide OCM methodology and tools, and provide timely education of the use of the methods/tools to the CMU personnel as requested by CMU.	X	

OCM – Config/Build/Test Roles & Responsibilities	Supplier	CMU
2. Proactively provide industry, solution, and process-specific expertise that will execute OCM best practices to minimize downstream re-work, sub-optimal business process performance, or sub-optimal solution adoption.	X	
3. Work with CMU to provide specific recommendations regarding process, role, and organization changes required to adopt the best practices inherent in the ERP software solution.	X	
4. Work with CMU to determine process and role changes required, if any, consistent with the configuration and security setup of the new solution; support in executing the changes	X	
5. Build the operational aspects (e.g., workflow, scanning, forms printing, etc.) of process and role changes into the appropriate testing activities so that final integration testing and UAT closely resemble the final go-live environment.	X	
6. Proactively identify and prioritize areas where CMU is at risk regarding readiness and acceptance of the required process, role, organization changes, and provide mitigation techniques.	X	
7. Help determine cost/benefit trade-offs to assist with ongoing decision-making regarding “changing the process” vs. “changing or customizing the solution”.	X	
8. Advise CMU PMO, Business Process Leads, and Functional Leads as to best practices for creating a Super User Network for post-production support sustainment.	X	
9. Advise CMU PMO, Business Process Leads, and Functional Leads as to best practices for post-production support sustainment.	X	
10. Throughout this phase, Supplier will consider CMU business context and impacts by working collaboratively with CMU PMO, Business Process Leads, Functional Leads, and SMEs in all OCM activities.	X	
11. Provide tools and assistance to measure adoption and OCM analytics.	X	
12. Review, refine, and approve or reject Process/Role/Organization Design deliverables.		X
B. Communications		
13. Provide Communications execution methodology and tools and provide timely education of the use of the methods/tools to the CMU OCM Team. This would include templates as well as leading communications technologies (i.e., social media tools).	X	
14. Proactively provide best practices examples and, as necessary, initial communications, to provide guidance to the CMU team.	X	
15. Provide a CMU OCM Lead and communications resources to develop and deliver necessary communications to the broader stakeholder community.		X
16. Assist the CMU PMO with executive communications to ensure ongoing alignment and support.	X	
17. Assist the CMU PMO with project team communications to ensure alignment with priorities, decisions, risks, etc.	X	

OCM – Config/Build/Test Roles & Responsibilities	Supplier	CMU
18. Work collaboratively with the CMU OCM Lead to maintain the Communications Plan.	X	
19. Review, refine, and approve or reject Communications deliverables.		X
C. IT Operating Model Change and Transition		
20. Work with CMU to provide specific recommendations regarding IT role and organization changes required to support the new ERP software solution and target state vendor eco-system.	X	
21. Work with CMU to provide specific recommendations regarding IT process, role, and organization changes required to support the new solution.	X	
22. Provide CMU IT Lead and IT process SMEs to work collaboratively with the Supplier.		X
23. Proactively identify and prioritize areas where CMU is at risk regarding readiness and acceptance of the required IT process, role, and organization changes.	X	
24. Review, refine, and approve or reject IT Operating Model Change and Transition Design deliverables.		X
25. Assist CMU to become a “learning organization” such that it has the necessary OCM tools and skills to easily implement future system enhancements and support upgrades.	X	

2.3 OCM During Deployment and Initial Support Phase

This section deals with the OCM activities anticipated during the Deployment and Initial Support phase. As a priority, OCM in this phase should focus on two main things: (1) process change and associated role/organization changes required; and (2) consistent and clearly articulated communications to keep business and IT stakeholders engaged and aligned to what needs to be done to ensure go-live readiness. The goals are to minimize disruption, optimize adoption, and enable realization of targeted benefits.

The Supplier will utilize a proven methodology to deliver OCM services aligned with the scope, key strategic themes/drivers, and priorities. Furthermore, the Supplier will proactively apply industry, process, and solution expertise to minimize downstream re-work and to optimize the engagement and alignment of CMU business and IT stakeholders across the end-to-end solution being deployed.

Table 3. OCM Roles and Responsibilities – Deployment and Initial Support

OCM – Deployment/Initial Support Roles & Responsibilities	Supplier	CMU
A. Process/Role/Organization Change		
1. Provide OCM methodology and provide timely education of the use of the methods/tools to the CMU Core Team (PMO, Business Process Leads, Functional Leads, and selected SMEs).	X	
2. Proactively provide industry, solution, and process-specific expertise to ensure OCM best practices are executed to minimize downstream re-work, sub-optimal business process performance, or sub-optimal solution adoption.	X	

OCM – Deployment/Initial Support Roles & Responsibilities	Supplier	CMU
3. Assist CMU with preparing and aligning policy, process, organization, and role changes to enable solution adoption.	X	
4. Provide an independent assessment of go-live readiness along with risk mitigation recommendations.	X	
5. Assist CMU with establishing site-specific accountability for pre-go-live, cutover, and immediate post go-live activities. This includes any remaining work to establish the Super User Network.	X	
6. As applicable, advise CMU as to remaining activities necessary to stand up an ERP Competency Center for post-production support sustainment.	X	
7. Throughout this phase, Supplier will consider CMU business context and impacts by working collaboratively with the CMU PMO, Business Process Leads, Functional Leads, and SMEs in all OCM activities.	X	
8. Review, refine, and approve or reject OCM deliverables.		X
B. Communications		
9. Provide Communications execution methodology and tools and provide timely education of the use of the methods/tools to the CMU OCM Lead. This would include templates as well as leading communications technologies (e.g. social media tools).	X	
10. Proactively provide best practices examples to support pre-go-live and cutover communications aligned with go-live countdown activities and responsibilities.	X	
11. Provide CMU OCM Lead and communications resources to develop and deliver necessary communications.		X
12. Assist the CMU PMO with executive communications to ensure ongoing alignment and support as well as to facilitate consensus on “go/no-go” decisions for each phase/wave Go-Live.	X	
13. Assist the CMU PMO with project team communications to ensure alignment with priorities, decisions, risks, etc.	X	
14. Work collaboratively with the CMU OCM Lead to maintain the Communications Plan.	X	
15. Review, refine, and approve or reject Communications deliverables.		X
C. IT Operating Model Change and Transition		
16. Work with CMU to provide final recommendations regarding IT role and organization changes required to support the new solutions and target state vendor ecosystem.	X	
17. Provide CMU IT Lead and IT process SMEs to work collaboratively with the Supplier.		X
18. Review, refine, and approve or reject IT Operating Model Transition recommendations and action items.		X

3. Training Services

The Supplier will utilize a proven methodology and associated tools to support the Training delivery effort. Furthermore, the Supplier will apply industry, process, and solution expertise to these services so that the training is delivered within the context of the CMU solution and business process environment.

Table 4 identifies the roles and responsibilities associated with services to ensure CMU authorized personnel receive the appropriate level of functional and technical capabilities that guarantees cut-over confidence. The Supplier should strongly consider CMU’s expectations for training services as set forth in Table 4 when developing the Supplier’s proposal response.

Table 4. Training Roles and Responsibilities

Training Roles and Responsibilities	Supplier	CMU
A. Training Design		
1. Provide Training Design methodology and tools and provide timely education of the use of the methods/tools to the PMO and OCM leaders. This would include templates as well as leading training technologies (e.g., online learning, group collaboration training, social media tools, chatbot tools, etc.).	X	
2. Evolve the Training Plan into a more specific Training Design to articulate audience, duration, media, development requirements, delivery approach, timing, ownership, etc. especially in areas requiring significant change and/or high adoption	X	
3. Review, refine, and approve or reject the Training Design deliverables		X
B. Training Development		
4. During the Planning & Design phase, provide ERP solution training to the CMU Program Leads, Business Process Leads, Functional Leads, SMEs, and key CMU IT resources to build a foundational understanding of the solution capabilities and user experience.	X	
5. Provide training development methodology and tools and provide timely education of the use of the methods/tools to the CMU PMO and OCM leaders. This would include templates as well as training technologies (i.e., online learning, group collaboration training, social media tools, chatbot tools, etc.) that provide interactive, customized training sessions/modules/content that encourage engagement, are organized logically and provide immediate feedback to learners.	X	
6. Provide a CMU Training Lead and business process SMEs to work collaboratively with the Supplier.		X
7. Identify and on-board Super Users within the organization that will serve as CMU trainers in a "train-the-trainer" model.		X
8. Develop training materials/content to leverage and complement the training materials/content inherent in the purchased solution.	X	
9. Integrate both process and system components in the training materials.	X	
10. Lead the integration of training materials into UAT activities.	X	
11. Lead the development, integration, modification, and finalization of training materials before, during, and immediately after UAT.	X	

Training Roles and Responsibilities	Supplier	CMU
12. Work collaboratively with the CMU Training Lead to maintain the Training Plan. Measure the effectiveness of the Training Plan and adjust as necessary	X	
13. Work collaboratively with the CMU PMO and Training Lead to develop specific knowledge transfer milestones and to execute accordingly to ensure CMU core business and IT team self-sufficiency.	X	
14. Review, refine, and approve or reject Training deliverables.		X
C. Deployment and Initial Support		
15. Provide training delivery methodology and tools and provide timely education of the use of the methods/tools to the CMU Training Team. This would include templates as well as leading training technologies (i.e., online learning, group collaboration training, social media tools, chatbot tools, etc.).	X	
16. Work with the Software Vendor(s) as needed to coordinate and integrate training delivery.	X	
17. Provide a CMU Training Lead, Business Process Leads, Functional Leads, and business process SMEs to work collaboratively with the Supplier on deployment and support of training.		X
18. Train identified CMU Super Users within the organization that will serve as CMU trainers.	X	
19. Train identified CMU IT support leads regarding solution-specific systems management, application management, and integration management, and other architecture components being deployed.	X	
20. Integrate both process and system components into training delivery.	X	
21. Modify training materials as needed as a result of identified gaps/improvements during training delivery.	X	
22. Lead the execution of training delivery as per the Training Plan, with support from CMU; modify as needed.	X	
23. Review, refine, and approve or reject Training Delivery deliverables.		X
24. Deliver End User training including any training documentation revisions required during and after end user training.		X
25. Deliver post go-live training as appropriate; continue to maintain post go-live training documentation.		X