



STATE OF MICHIGAN

**SACWIS PLANNING FOR DEPARTMENT OF HUMAN
SERVICES**

**DRAFT-STRATEGIC IMPLEMENTATION PLAN:
COMMUNICATION & TRAINING STRATEGY**

September 15, 2010

DRAFT

TABLE OF CONTENTS

1	EXECUTIVE SUMMARY	1
1.1	Overview of Communication and Training Strategy	1
1.2	Strategies for Communication	1
1.3	Strategies for Training	1
2	COMMUNICATION PLAN	3
2.1	Communication Team	3
2.2	Plan Development	4
2.2.1	Plan Objectives	5
2.2.2	Plan Goals/Tasks	5
	2.2.2.1 Prevent Resistance to SACWIS	5
	2.2.2.2 Readiness for SACWIS Implementation	6
2.3	Stakeholder – Audience	6
2.3.1	DHS and DTMB Management Stakeholders	7
2.3.2	External Governmental Entity Stakeholders	8
2.3.3	User Community Stakeholders	10
2.4	Communication Methods and Tools	12
2.5	Communication Activities Timeframe	13
3	TRAINING PLAN – INTRODUCTION	14
3.1	Training Team	14
3.1.1	Prepare Training Team	15
3.1.2	Targeting the Audience	15
3.1.3	Training Materials	16
3.1.4	Training Materials Continuing Education Units (Credits)	16
3.1.5	Training Resources	16
3.1.6	Training Activities	17
3.1.7	End User Training Reports	18

LIST OF FIGURES

Figure 1: State's SACWIS Communication Team.....	3
Figure 2: Key Stakeholders.....	6
Figure 3: Steps to Communication Execution.....	13
Figure 4: State's SACWIS Training Team.....	15
Figure 5: State's SACWIS Training Team after Implementation.....	17

LIST OF TABLES

Table 1: SACWIS Management Stakeholders.....	7
Table 2: External Governmental Entity Stakeholders	9
Table 3: User Community Stakeholders	11

DRAFT

1 EXECUTIVE SUMMARY

The Michigan Department of Human Services (DHS) conducted project planning activities with the assistance of a planning contractor, for the Statewide Automated Child Welfare Information System (SACWIS). This Strategic Implementation Plan: Communication & Training Plan covers the following tasks:

- Recommendations for a dedicated communications team and plan.
- Project marketing strategies for internal and external stakeholders.
- Communication to stakeholders and communications within the project team.
- Training strategies and a training team.

The SACWIS project management collaborated with the planning contractor to research project resources, lessons learned from other projects and objectively reviewed options that will work best for Michigan. This research included a discussion on other SACWIS projects' communication and training strategies to identify the advantages and disadvantages of each approach. This document reflects the primary decisions made by SACWIS project management.

1.1 Overview of Communication and Training Strategy

Communication with end users and leaders enables project staff to strategize about various alternatives for implementation approaches, define training challenges, and learn about potential barriers to successful SACWIS implementation. Training plans provide the project team with a strategy for training during implementation and maintaining training activities after the project transition occurs. This section briefly documents the Strategic Implementation Plan for Communication and Training.

1.2 Strategies for Communication

The core of the communication strategy is to manage the expectations of varying groups of internal and external stakeholders who have different information needs. This strategy includes a dedicated communications team, managing communications to stakeholders, and a plan to fulfill objectives, goals/tasks, and a three-step approach for training of key leaders who then will influence other stakeholders in the field during implementation, including a change management/remarketing road show.

A key element of the communication's team success will be the use of targeted leaders from all of the operational areas affected by the new system. This includes leaders from central office, county offices, and contractor sites. These leaders are advocates for the expanded capabilities that the new system will provide for users, thereby improving user timeliness of information management and lead to improved job satisfaction. The SACWIS team will work with the leaders to empower them to be catalysts for change in their areas and/or offices. The plan also provides other types of communications that will be necessary to share a clear vision and execution for implementation.

1.3 Strategies for Training

This training strategy includes documentation of a training team, development of the curriculum, targeting training for the audience, training methods, training resources, and training activities. The training strategic plan is a high-level description of the approach, not the comprehensive

training plan for which DHS will contract with the design, development, and implementation (DDI) vendor to create.

To fully train all end users on SACWIS, while minimizing the impact on the field offices, the DDI Vendor and Communication Team will create a combination of training methodologies and materials. This combination includes classroom training, user training manuals, online policy help, training practice environment, and computer-based training (CBT).

The primary plan is to create power users and transition them into state trainers. These individuals will be part of the Communication Team and will assist in user acceptance testing to obtain the SACWIS functionality skills necessary to review training materials created by the vendor and to co-facilitate training during the initial rollout. Once the transition occurs, these individuals will continue to perform new employee and ongoing training to acclimate new SACWIS users and trained experienced users on new enhancements made to SACWIS during the maintenance and operations phase.

DRAFT

2 COMMUNICATION PLAN

The DHS SACWIS Communication Plan provides a high-level plan on the approach to ensure all end users are properly informed about the SACWIS project. This strategy includes the following elements:

- **Communication Team** documents the team that will work directly with the DDI vendor to create and execute successful communication and change management to all stakeholders.
- **Plan Development** discusses the objectives, goals, and tasks to creating a comprehensive communication plan.
- **Stakeholder – Audience** discusses each stakeholder group, DHS and DTMB management, external governmental entities, and user community stakeholders, and the forms of communication that will be provided.
- **Communication Methods and Tools** documents a high-level description of the one-way and two-way communications created to meet the communication objective.
- **Communication Timeframe**, documents the three-step process, based on a 24-month DDI contract, to plan, create, and develop leaders for a change management – communication road show.

2.1 Communication Team

The Communication Team is the SACWIS Change Management Team. The key to any successful change effort is education on the change and effective communication throughout the change period. Communication activities provide a framework for dissemination of information about SACWIS to develop and maintain user awareness of the system and its benefits. In addition, communication is used to provide clear and consistent objectives, policies, and procedures to ensure a smooth business transition for all managers and workers that will interface with SACWIS.

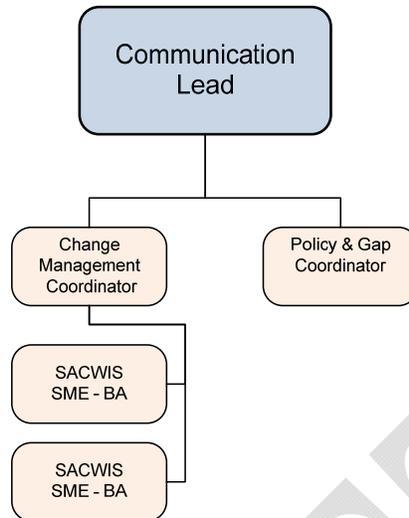
The SACWIS Communication Team will work directly with the DDI vendor to create and execute successful communication to all stakeholders. The collaborative team will be responsible for developing and executing the communications plan's activities to gather, store, retrieve, and distribute information about the SACWIS project's goals, progress, and activities.

A key element of the communication's team success will be the use of targeted leaders. The SACWIS team will work with management to create leaders throughout all of the operations affected by the new system. This group includes leaders from central office, county offices, and contractor sites.

These leaders will be advocates for the expanded capabilities that the new system will provide. The SACWIS team will work with the leaders to empower them to lead change management for their areas and/or offices.

Figure 1 illustrates the State's full-time Communication Team for the SACWIS project. The DDI vendor will propose their team and describe in their proposal how best to integrate these staff.

Figure 1: State's SACWIS Communication Team



The Communication Team will be responsible for all communication, change management, and business transition activities. The collaborative team will lead communication between the following groups:

- The Services Worker Support System (SWSS) and SACWIS project teams to ensure that communication continues within these two distinct teams. SACWIS analysts must be aware of changes that are made to SWSS to ensure design specifications contain any new functionality required by end users. In addition, SWSS may need to create an enhancement and can use some of the design specifications created for SACWIS.
- The Policy Central Office Unit and SACWIS team. As design occurs, policy must be represented to ensure compliance with policy, but SACWIS also improves best practices, and in turn, changes policies. These two teams must communicate to support consistency in directives and ensure policy is updated to support SACWIS and best practices in program operations.
- The stakeholders and SACWIS team to ensure stakeholders are engaged actively in communication about the SACWIS project's goals, progress and activities.
- The leaders within county offices and SACWIS team to empower leaders with information, support, and tools to continue business transition efforts within their assigned offices and/or areas.

2.2 Plan Development

Communication includes all written, spoken, and electronic interaction with associated audiences. A communication plan encompasses objectives, goals/tasks, audiences, tools, and timeframes for all communication.

This communication strategic plan identifies these objectives, goals/tasks, audience, tools, and general timeframes to prepare for the creation of the SACWIS Comprehensive Communication Plan.

The DDI vendor will be responsible for development of the comprehensive communication plan. This section describes the strategy for communications for the MI SACWIS Project that the DDI vendor will use to develop the comprehensive communication plan.

2.2.1 Plan Objectives

So the DDI vendor understands how to deliver and what to deliver in the form of communication, the SACWIS team first will identify what are the objectives.

The SACWIS team has two primary objectives for communication:

1. **Prevent Resistance to SACWIS**, which requires the remarketing of SACWIS to obtain acceptance, loyalty, and support for a new system. Any organization, whether private business or governmental entity, cannot expect people to change the way they do business overnight. The introduction of SACWIS will change the way many workers document and record their work, the way supervisors will access and review case records, and the way managers will monitor and evaluate their staff activities. Proper management of the transition of field staff through the change process is critical to the acceptance and use of SACWIS, and this management starts with communication. Currently, staff uses SWSS, which was originally marketed as the Michigan SACWIS. The objective is to change the image of the new SACWIS, so users understand that the comprehensive child welfare system is not SWSS, but a new tool that will support their daily business practices and address their current needs.
2. **Readiness for SACWIS Implementation**, which requires communication within the team and with other units and/or teams that directly affect the ability to implement SACWIS System. Users must be willing and ready to accept SACWIS, but readiness for SACWIS Implementation requires more than acceptance. It requires a working cohesive system, policy to support the system, a help desk ready to support users, documentation, and training on how to use the new SACWIS system. Therefore, readiness for SACWIS is a prime objective for the communication plan.

2.2.2 Plan Goals/Tasks

Now that the objectives are established, the SACWIS team will define goals/tasks to meet the primary objectives. These tasks are general programs, products, and services. Within this strategic plan, the following topics document the goals/tasks at a high level.

2.2.2.1 Prevent Resistance to SACWIS

1. Create leaders throughout all of the operations affected by the new system. As described above, leaders are key to the communication plan and have direct access to the staff in their office/area.
2. Schedule and conduct conferences and retreats for leaders to train, inform, and empower these individuals.
3. Create a "road show" to support leaders with their efforts in their home territory. Attend unit or office all-hands meetings, walk through sites to better understand challenges and bring the Director of DHS when possible to meet with staff.
4. Create materials and tools to provide to leaders who can disseminate these materials within their assigned offices and areas. The use of materials and tools can help provide consistent and ongoing messages.
5. Create schedules to hold forums to gather opinions from the end users and to present ideas and designs discussed on the project. Communication with user groups and

leaders allows project staff to strategize about various alternatives for implementation approaches, define training challenges, and learn about potential barriers.

6. Train leaders as “power users” and utilize their skill sets during implementation to assist staff locally with questions.
7. Reward leaders so they know their extra work and effort is recognized.

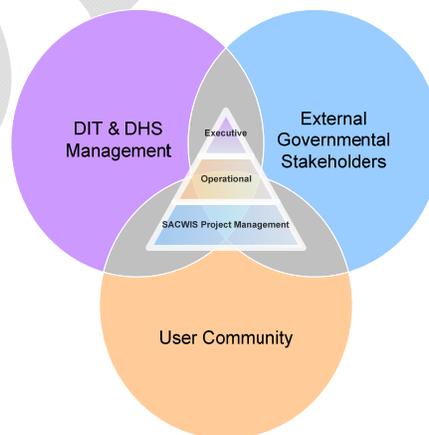
2.2.2.2 Readiness for SACWIS Implementation

1. Meet regularly with the Executive and Operational Steering Committee to ensure communication is adequately provided and proper governance of the project is in place.
2. Hold regularly scheduled meetings with user committee, policy unit, field central office staff, field county managers, and other teams to communicate directives and promote system readiness for implementation.
3. Conduct regular meetings with internal project staff vendor and state to ensure business analysts are communicating and designing an integrated system.
4. Meet regularly with QC/IV&V staff to discuss quality issues and discuss strategies for resolutions.
5. Hold regular project management meetings to communicate issues and resolutions, risks and migration plans and to ensure timeliness and directives are being met. This meeting includes project managers for both vendors and the State.
6. Create a SACWIS “wall” to communicate the status of the project to any person that works or visits the SACWIS site. The “wall” includes a description of project accomplishments, recognizes staff that goes above and beyond, and provides an accurate update of the project status and any scheduled events.

2.3 Stakeholder – Audience

There are three groups of stakeholders as documented in Figure 2:

Figure 2: Key Stakeholders



Each group must play an integral part of the success of SACWIS. Several methods exist to keep stakeholders informed. However, not all stakeholders require the same level of

communication, and not all communication should occur in the same forum. Nevertheless, all stakeholders require some form of communication. This section will describe the method of communication to be used for stakeholders.

2.3.1 DHS and DTMB Management Stakeholders

DHS and DTMB managers provide direction to the overall strategic plan for the agency and identify priorities. DHS management includes managers at all levels. DTMB management includes higher-level managers and will be more limited in representation in comparison to DHS management. DTMB representation is more limited only because DTMB management touches projects throughout the state of Michigan whereas SACWIS broadly impacts DHS. Because of the unique relationship between DTMB and DHS, they are included in the SACWIS management group of stakeholders rather than the external stakeholders group.

Table 1: SACWIS Management Stakeholders

Entity	Role	Communication Approach
Executive Leadership – DHS	The directors and/or their designees (such as Deputy for Children’s Services) provide the agency vision. They have the ability to influence action and resources. They provide highly visible executive-level support for the Cultural Change Management Campaign and system implementation. Also included in this group would be representation from Field Operations and Policy.	<p>These stakeholders will be provided two forms of communication:</p> <ol style="list-style-type: none"> 1. Newsletter that provides the reader an update on the current status of the project. 2. Executive Steering Committee documentation that provides executive leadership a quarterly report on the accomplishments and progress of the project and any escalated issues or risk mitigation strategies that may affect the project success. <p>In addition, these individuals may be asked to participate with leaders to remarket SACWIS as a solution that will expedite work processes and provide relief to the field.</p>
Child Welfare Management	Division directors and their managers provide the agency vision and the goals and objectives to carry out the vision. Like executive leadership, they can influence resource availability, expenditures and set priorities. They are the most directly impacted by SACWIS implementation within the State office.	<p>These stakeholders will be provided two forms of communication:</p> <ol style="list-style-type: none"> 1. Newsletter that provides the reader an update on the current status of the project. 2. Operational Steering Committee documentation that provides directors who are directly impacted by SACWIS a monthly report on the accomplishments and progress of the project and any escalated issue or risk that may affect the project success. <p>In addition, these individuals may be asked to participate with leaders to remarket SACWIS as a solution that will expedite work processes and provide relief to the field.</p>
DTMB Management	<p>Communication between DHS and DTMB is critical to the success of the SACWIS implementation. These stakeholders are higher-level decision makers and can use their influence to bring needed resources and major project direction decisions to the project. These individuals are:</p> <ul style="list-style-type: none"> • Chief Information Officer (CIO) • Client Service Director (CSD) 	<p>These stakeholders will be provided several forms of communication:</p> <ol style="list-style-type: none"> 1. Newsletter that provides the reader an update on the current status of the project. 2. Executive and Operational Steering Committee documentation that provides DTMB managers who are directly involved by SACWIS a monthly report or quarterly report on the accomplishments and

Entity	Role	Communication Approach
	<ul style="list-style-type: none"> Data Warehouse Manager 	<p>progress of the project and any escalated issue or risk that may affect the project success.</p> <ol style="list-style-type: none"> Some DTMB managers such as the Data Warehouse Manager will have direct communication with the SACWIS Project Manager to ensure coordination between SACWIS Development and Warehouse. The Data Warehouse Manager is responsible to ensure changes occur in time for implementation since most reports will be extracted from the warehouse.
Other DHS Central Office Management	<p>The following entities are impacted by or can provide support to SACWIS implementation:</p> <ul style="list-style-type: none"> Bureau of Child and Adult Licensing (BCAL) – information maintained in their system will interface with SACWIS in relationship to the licensure status of foster homes. Family Independence Program (FIP) – information maintained in their system will interface with SACWIS for the determination of eligibility for IV-E and for providing demographics. Bureau of Child Support – information will be shared between child support and SACWIS for the purpose of the collection of child support on behalf of children in care. Legislative and Liaison Services – relationship to lawmakers who may have questions about the SACWIS project Legal Affairs – ability to provide guidance on legal and contractual matters. Financial and Administrative Services – budget planning (Office of Budget) for a SACWIS implementation and the delivery of contracted services (Division of Contracts and Rate Setting) will be impacted. 	<p>These stakeholders will be provided several forms of communication:</p> <ol style="list-style-type: none"> Newsletter that provides the reader an update on the current status of the project. Some of these stakeholders will participate in the Operational Steering Committee or the User Committee and will obtain both verbal and written documentation on the accomplishments and progress of the project and any escalated issue or risk that may affect the project success. Some of these stakeholders will receive Invitations to design session to communicate and obtain feedback on the design of SACWIS. In addition, they will be provided the results of the design to ensure the vendor accurately documented the agreed to design specifications created. Some of these stakeholders will receive Invitations to UAT to ensure the system properly works as designed. In addition, they will be provided the results of the testing to ensure any defects identified have been corrected. Many of these stakeholders will receive visits from leaders and may in some cases have leaders from their area assigned to the project.
SACWIS Project Team Management	All players in the SACWIS implementation are leaders and managers of the SACWIS Project Team.	All players in the SACWIS Implementation project will receive all forms of communication and access to the web-based portal to review and add new communications.

2.3.2 External Governmental Entity Stakeholders

External Governmental Entity Stakeholders are those public agencies that are external partners to DHS either through the sharing of data, provision of services that cross over each other, or have a legal investment in the outcomes of SACWIS implementation. It is not uncommon to overlook those individuals that should be included in this group of stakeholders and further, once identified, to have the wrong person representing the entity. Careful selection of representatives from the external agencies will be coordinated with DHS leadership and other

agencies and should begin with defining the impact of SACWIS implementation to each agency and their role as a stakeholder. Listed in the next table is identification of these stakeholders and their relationship to the SACWIS implementation.

Table 2: External Governmental Entity Stakeholders

Governmental Entity	Relationship to SACWIS Implementation	Communication Approach
Governor's Office	Since the Commissioner of DHS serves on the Governor's cabinet a designee of the Governor as a stakeholder would be advantageous to win support from the beginning. A SACWIS project is highly visible and is a large investment for the State and engaging a strong political ally is beneficial for the project.	The Executive Steering Committee along with the SACWIS project manager must provide communication and presentations to representatives of the Governor's office and legislative body. Two presentations during the course of the project are recommended.
Legislative Body	The legislative body allocates funding for the SACWIS implementation and requires accountability. Having representation as a stakeholder could provide an advocate for the Department with legislative members. Keeping them informed of the difficult issues that the project will face early on will manage expectations and give the project a reputation for transparency throughout the project.	
State Budget Office	The Department works closely with the State Budget Office and will need to keep them closely informed of financial implications that SACWIS will have to the budget. Also, the interface with the state financial system requires resources from the State Budget Offices for design and testing.	These stakeholders will be provided several forms of communication: <ol style="list-style-type: none"> 1. Newsletter that provides the reader an update on the current status of the project. 2. Some of these stakeholders will receive Invitations to interface design session to communicate and obtain feedback on the design of SACWIS. 3. Some of these stakeholders will receive Invitations to UAT to ensure the system interface works properly.
State Court System	The relationship between the State Court System and the Department is a very close one, and the impact to them is a direct one in relation to legal processing. Representation may include several individuals based on their role in the court system. Some possible participants would be judges, guardian ad litem, court staff and personnel, Court Improvement Program, etc. Also, to be considered is technical staff in the event an interface is included in the SACWIS implementation.	These stakeholders will be provided several forms of communication: <ol style="list-style-type: none"> 1. Newsletter that provides the reader an update on the current status of the project. 2. Visits from leaders to provide information about SACWIS and explanations on how SACWIS will change court reports and notifications. 3. Some of these stakeholders may receive Invitations to interface design session or template design sessions to communicate and obtain feedback on the design of court-related SACWIS functions.
Medicaid Agency	The determination and provision of Medicaid will be handled through an interface through BRIDGES, and we have requirements to bill MMIS directly. How these requirements are handled could have impact on not only the technical aspect of SACWIS implementation	These stakeholders will be provided communication as needed: <ol style="list-style-type: none"> 1. Some of these stakeholders will receive Invitations to interface design session to communicate and obtain feedback on the design of SACWIS.

Governmental Entity	Relationship to SACWIS Implementation	Communication Approach
	but could also impact policy. Coordination with testing activities will require resources from the external agency and is an imposition on them. Status updates regarding the timelines for testing and including Medicaid representatives in planning activities will promote coordination and cooperation from this state agency. Medicaid will be focused on implementing ICD-10 and coordination will be required on this initiative as well.	<ol style="list-style-type: none"> 2. Some of these stakeholders will receive Invitations to UAT to ensure the system interface works properly. 3. Some of these stakeholders may participate in new procedures for billing MMIS for services provided prior to eligibility.
Department of Education	The Department of Education will provide data through an interface. As stated previously the testing of the interface requires coordination of resources between agencies.	<p>These stakeholders will be provided communication as needed:</p> <p>Some of these stakeholders will receive Invitations to interface design session to communicate and obtain feedback on the design of SACWIS.</p>
Department of Health	The Department of Health will provide vital statistics data through an interface. As stated previously the testing of the interface requires coordination of resources between agencies.	<p>These stakeholders will be provided communication as needed:</p> <p>Some of these stakeholders will receive Invitations to interface design session to communicate and obtain feedback on the design of SACWIS.</p>
Department of Mental Health	Although there is not an interface with the Department of Mental Health, they are considered a stakeholder, as DHS is a user of the services provided by their mental health providers. Many clients are shared and coordination of service delivery as well as information exchange is important to achieve maximum program savings following the SACWIS implementation.	These stakeholders will receive less frequent newsletters to provide them updates as needed on the progress of the project.
Administration for Children & Families (ACF)	Administration for Children & Families provides approximately 50% of the SACWIS funding and these stakeholders will be receiving data and processing data from the SACWIS.	These stakeholders will receive, at a minimum, monthly contact with the State SACWIS Project Manager. Only State personnel have interaction with ACF directly. In addition, as needed, the SACWIS Project Manager may have ad-hoc meetings with ACF to obtain clarification, discuss the quality or content of a deliverable or to receive feedback on a deliverable submitted.

2.3.3 User Community Stakeholders

The perspective of system users guide the resolution of the issues and problems that staff deal with on a day-to-day basis. The user community stakeholders may not always directly input information into the system; some may receive only outputs. For example, parents will be affected by the change since service agreement plans will look different.

The stakeholders from the user community have an important role in communicating the vision to those outside of the stakeholder community and perhaps outside the organization. Additionally, field managers and staff at all levels should be actively engaged, resulting in a broad range of stakeholders. These individuals have a direct link to the day-to-day casework that the system will support, so they are included in this category of stakeholders. Listed in the

next table is identification of these stakeholders and their relationship to the SACWIS implementation.

Table 3: User Community Stakeholders

Entity	Relationship to SACWIS Implementation	Communication Approach
County Office Staff	<p>Representation from all areas (such as investigation, foster care, federal revenue, adoption) provides input as to what is needed to carry out their job on a daily basis. The various positions found in county offices make up this subgroup of stakeholders and those positions are:</p> <ul style="list-style-type: none"> • County Directors • Supervisors • Caseworkers • Clerical/Support Staff 	<p>These stakeholders will be provided several forms of communication:</p> <ol style="list-style-type: none"> 1. Newsletter that provides the reader an update on the current status of the project. 2. Some of these stakeholders will participate in the User Committee and will obtain both verbal and written documentation on the accomplishments and progress of the project and any escalated issue or risk that may affect the project success. 3. Some of these stakeholders will receive Invitations to design session to communicate and obtain feedback on the design of SACWIS. In addition, they will be provided the results of the design to ensure the vendor accurately documented the agreed to design specifications created. 4. Some of these stakeholders will receive Invitations to UAT to ensure the system properly works as designed. In addition, they will be provided the results of the testing to ensure any defects identified have been corrected. 5. Most of these stakeholders will have leaders for their area that will provide them frequent updates on SACWIS and how SACWIS will affect their current practices. 6. Also most of these stakeholders will be visited by leaders and be invited to change management presentations.
Contracted Child Placing Agencies	<p>Since the Child Placing Agencies will be users of SACWIS and provide services, like DHS users, on a contract basis. As a result, their representation should reflect the different levels of roles found within the agency.</p>	<p>These stakeholders will be provided several forms of communication:</p> <ol style="list-style-type: none"> 1. Newsletter that provides the reader an update on the current status of the project. 2. Some of these stakeholders will participate in the User Committee and will obtain both verbal and written documentation on the accomplishments and progress of the project and any escalated issue or risk that may affect the project success. 3. Some of these stakeholders will receive Invitations to design session to communicate and obtain feedback on the design of SACWIS. In addition, they will be provided the results of the design to ensure the vendor accurately documented the agreed to design specifications created. 4. Some of these stakeholders will receive Invitations to UAT to ensure the system properly works as designed. In addition, they will be provided the results of the testing to ensure any defects identified have been

Entity	Relationship to SACWIS Implementation	Communication Approach
		<p>corrected.</p> <ol style="list-style-type: none"> 5. Most of these stakeholders will have leaders for their area that will provide them frequent updates on SACWIS and how SACWIS will affect their current practices. 6. Also, most of these stakeholders will be visited by leaders and be invited to change management presentations.
Private Agencies	Private agencies provide a variety of services to support the mission of DHS. Representation from this group will provide direction as to the type of information needed in referrals made to them and the tracking of outcomes.	<p>These stakeholders will receive two forms of communications:</p> <ol style="list-style-type: none"> 1. Letter from the SACWIS team notifying them on how SACWIS will change their practice. 2. Visits from leaders to provide information about SACWIS and explanations on how SACWIS will change and improve current practice.
Indian Tribal Council	A large portion of the population in Michigan is comprised of individuals with tribal membership. Because of the laws that the system will support in relation to Indian Child Welfare Act (ICWA) and the coordination of activities between DHS and the tribes, representation is needed in the stakeholder group to support the objectives and needs of tribal involvement in DHS cases.	<p>These stakeholders will receive two forms of communications:</p> <ol style="list-style-type: none"> 1. Letter from the SACWIS team notifying them on how SACWIS will improve communications with the tribe to better improve program operations. 2. Visits from leaders to provide information about SACWIS and explanations on how SACWIS will change and improve current practice.
Foster Care Review Board	The Foster Care Review Board (FCRB) provides review of cases to improve the quality of services rendered to children in care. Input from them in regards to information needed will support the policy issues and improve communication between DHS and FCRB.	<p>These stakeholders will receive two forms of communications:</p> <ol style="list-style-type: none"> 1. Letter from the SACWIS team notifying them on how SACWIS will improve documentation with the Foster Care Review Board. 2. Visits from leaders to provide information about SACWIS and explanations on how SACWIS will change and improve current practice.
Foster Parents	Foster parents will be impacted by a SACWIS implementation through changes made in case planning and financial management. Representation will provide insight into how it impacts them in the day-to-day care of foster children.	<p>These stakeholders will be invited to Road show presentations:</p> <p>Presentations from leaders will be scheduled to provide information about SACWIS and explanations on how SACWIS will change and improve current practice.</p>
Advocacy Group	Representation from advocacy groups will assist the Department in communicating with the public about the activities of the project and how it will result in better outcomes for clients in need of services.	<p>These stakeholders will be invited to Road show presentations:</p> <p>Presentations from leaders will be scheduled to provide information about SACWIS and explanations on how SACWIS will change and improve current practice.</p>

2.4 Communication Methods and Tools

Communication about the SACWIS project should take two forms:

1. One-way communication, such as newsletters, website, memoranda, and email messages, and formal and informal presentations that provide information about system functionality and project progress.
2. Two-way communication that allows the users to ask questions, share concerns, raise issues, and make suggestions. Feedback through question and answer sessions at meetings, web-based or email discussion groups, and periodic surveys of selected users, allows project staff and leaders to identify potential obstacles, misperceptions, and misgivings that must be addressed for successful implementation, as well as to learn about the positive perceptions that should be shared among staff.

As part of the Comprehensive Communication Plan, the collaborative team will devise a cost-conscious method to create tools.

2.5 Communication Activities Timeframe

The Comprehensive Communication Plan will include the specific activities for all of the methods and tools described in the preceding topic. It also will identify the people who will perform each activity. These activities and associated timeframes will come from the detailed work plan that the successful DDI Contractor will present in its proposal and finalize after Project Initiation. However, for the strategic plan, the SACWIS team will plan a three-step process based on a 24-month DDI contract:

- **Step 1: Plan w/DDI Contractor** (First six months): The DDI Contractor and Communication Team will integrate and devise a detailed plan on how to identify, recruit, and train leaders. In addition, marketing strategies and tools are created.
- **Step 2: Leader Recruitment and Training** (Second six months): The DDI Contractor and Communication Team will recruit and train leaders.
- **Step 3: Execute/Develop “Road Show,”** which occurs during the last year prior to implementation.

Figure 3: Steps to Communication Execution



For project communication activities that do not involve leadership, but do involve project staff, the Communication Lead will work together with the Project Managers to schedule and start internal and external communication meetings on a regular basis. All communications from both efforts will be saved on SACWIS web portal (SharePoint). All communication must be accessible to all project team members.

3 TRAINING PLAN – INTRODUCTION

The SACWIS Training Plan provides a high-level plan on the approach to ensure all end users receive training prior to using SACWIS. This strategy plan includes:

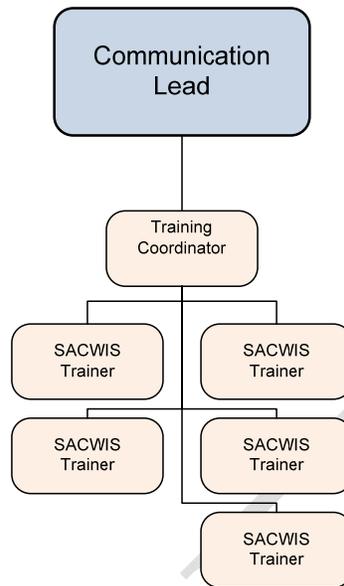
- **Training Team** is responsible for preparing the training plan, training materials, and training schedule, etc. The Training Team will document all aspects of the training plan and will work directly with the Design, Development, and Implementation (DDI) Contractor to create and execute successful training to all end users.
- **Targeting the Audience**, this discusses the approach to identify those who need training, while minimizing the impact to daily operations.
- **Training Materials**, which documents the desired training materials and databases for DDI Contractor to create.
- **Training Resources**, which describes at a high level what is required for the training, including classroom or CBT, training, and facilities/equipment.
- **Ongoing Training Activities**, which provides a suggested training approach after implementation. This section discusses activities to be performed after transition.

3.1 Training Team

DHS will create a SACWIS training team for Phase II, which is the Development, Testing, Conversion, and Implementation phase. The SACWIS Training Team will work directly with the DDI Contractor to train all end users successfully. This collaborative team will develop and implement the training plan, training schedule, and training materials.

The SACWIS Training Team will report to the communication lead as documented in Figure 4. The training coordinator will be responsible for the daily supervision of five SACWIS trainers and will work directly with the DDI Contractor on all training-related deliverables and strategies. The DDI Contractor will also propose their training team and how best to integrate these staff.

Figure 4: State's SACWIS Training Team



Using a team approach, one State SACWIS trainer and one DDI Contractor trainer will work together to provide a balance of skill sets for classroom training. The DDI Contractor provides the expertise on training facilitation, system functionality, and SACWIS. The State SACWIS trainer provides the expertise on current business practices and new procedures created for using the new system. In addition, with their experience the State SACWIS trainer can use language and terminology that end users will understand. As a team, these two trainers can provide the necessary skills to instruct end users on the system functionality and answer procedure questions on how to use the system in practice.

3.1.1 Prepare Training Team

To prepare the team for training activities, these individuals will work with the subject matter experts and business analysts in user acceptance testing. This activity will provide the trainers a better understanding on how to use the SACWIS system, which will give them the necessary skills to review training materials for any errors and identify procedural changes not already addressed by the change management coordinator.

Also, this methodology will assist DHS in fulfilling acceptance testing resource needs and prepare trainers to be power-users prior to training commencement. The more time these trainers spend testing (practicing) in SACWIS, the better prepared they will be to take over training responsibility after transition occurs.

3.1.2 Targeting the Audience

As with most SACWIS implementations, identifying who needs to be trained is documented in the Training Plan. This group will include end users from both DHS and Private Agencies.

The DHS communication lead will create leaders throughout the State to assist in communication and business transition. Using this process will also help identify how to best target the audience for training. DHS will work with the DDI Contractor, leaders, and other resources to identify who requires training and the level of training required for each end user.

In addition, field office direct services staff cannot be trained on the same day and time since day-to-day operations must continue. To minimize the impact to daily operations, DHS will require the DDI Contractor to strategically schedule multiple sessions for same subject for each office to attend to avoid impact to daily operations. Also, a Just-In-Time training schedule will be required which will provide for user training no earlier than 45 days before implementation.

DHS will have approximately 2,000 users that will require training.

3.1.3 Training Materials

To fully train all end users on SACWIS, while minimizing the impact on the field offices, the DDI contractor and training team will create a combination of training methodologies and materials. This includes classroom training, user training manuals, online policy help, training practice environment, and Computer Based Training (CBT).

- Classroom training includes core training, which all participants are required to attend, along with specific job training classes (such as, Intake, Investigation, Foster Care, Adoptions). Additionally, classroom training will incorporate online policy documentation, online user aids and a User Manual. The User Manual will provide both SACWIS instructions and procedural information to help prepare end users for SACWIS and to provide assistance once SACWIS is implemented. The DDI contractor must collaborate with the Director of Training integrate the SACWIS training materials and plans with the Pre_Service Institute new employee training.
- Traditional classroom training will be supplemented with Computer Based Training (CBT), a training database that provides the same information as classroom training, but can be used when a staff person cannot attend classroom training.
- Following the completion of training, users will be provided access to the SACWIS Training Database, a “sandbox” or “practice” environment that is web-based and identical to the classroom training database. This environment will permit end users access to the Training Database at their convenience to enter fictitious data, explore the system, and become more familiar with system functionality.

Both classroom Training and CBT training must blend SACWIS curriculum with elements of business practice and delivery. Training will not only focus on how to use SACWIS, but how to incorporate SACWIS in daily operations. All training material must also be reviewed for compliance with the Children’s Rights Settlement.

3.1.4 Training Materials Continuing Education Units (Credits)

Field Office Supervisors and some case managers require continuing education units (CEUs) for their social work and mental health certifications/licenses. All classroom training materials must be created to allow for CEUs to be provided to those who require them. This approach is becoming more common now that many states are requiring certification, licensures, or both to perform case management services.

3.1.5 Training Resources

The DDI contractor will be required to provide all the materials required to train staff across Michigan. In addition, the DDI contractor will be responsible to provide a web-based training database and a practice database that allows staff to access training from any location.

The training environment must be separate from the User Acceptance Testing (UAT) and Production environments. This environment must be a mirror image of the production

environment with de-identified and must allow end users to perform practice exercises when returning to their offices. The de-identified training data must be capable of being reset as needed.

The DDI contractor will be responsible for the initial installation and deployment of all of the hardware and software needed to perform training. The staff provided by the DDI contractor must work closely with the State and to ensure appropriate knowledge transfer to State staff for the ongoing maintenance and support of the technical infrastructure for the training environment requirements. Nevertheless, the DDI contractor shall retain responsibility for maintenance and support of the training environment(s) for the duration of the contract.

Each hands-on training session shall include approximately fifteen to twenty students and will include one State and one DDI contractor instructor. In addition, when possible, leaders will be invited to help support onsite training activities. Each site must have access to the training database, printed and bounded paper manuals and online policy.

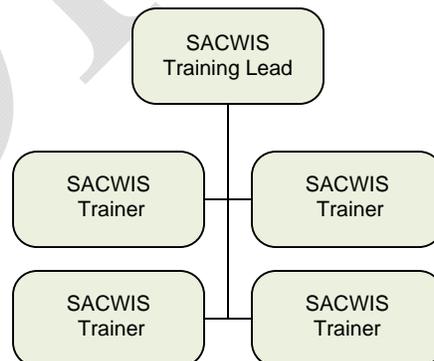
As part of the DDI Training Plan, logistics on where each training site should be created must be a collaborate process. Rural offices may require staff to travel to training sites, while larger counties will require multiple local sites for training.

3.1.6 Training Activities

To transfer training activities to the SACWIS team properly, the DDI contractor will be required to develop a transition plan. This plan identifies how the State should maintain and update the CBT training database when enhancements to SACWIS are made. In addition, the State and DDI contractor should work together to update the User Manual, Online User Aids and Training database prior to transition with the lessons learned from training implementation.

DHS plans to provide two forms of training after implementation. All new hires will be required to complete the CBT prior to obtaining access to SACWIS. Once scheduled, the new hire will be sent to classroom training to ensure all users are provided adequate training on SACWIS to prevent user errors and data issues. The Operation and Maintenance Training team is documented in Figure 5.

Figure 5: SACWIS Training Team after Implementation



3.1.7 End User Training Reports

The DDI contractor will be responsible for the End User Training and Progress Report on a weekly basis upon the commencement of User Training.. The report shall describe the method for reporting, reviewing, and improving training and shall include the following at a minimum:

- Names of persons trained
- Date they were trained
- Length of training
- Contractor comments regarding the training session
- List of person who were scheduled for training but did not attend
- Identify training issues and a plan to address them

This report should also include a description of the evaluation techniques used to gauge the effectiveness of the training. The evaluation technique would preferably use a standard four-level evaluation approach.

- Level 1, Trainee Satisfaction, collected at completion of training but not seen by instructors
- Level 2, Pre-Test and Post-Test skills evaluated at the point of training
- Level 3, Impact on Job Performance, evaluated randomly based on OJT (on-the-job-training) evaluations when the trainee is back on the job
- Level 4, Organizational Training Impact, sampled randomly and measured throughout the life of the contract

This evaluation process may yield updates and modifications to improve the training approach, curriculum, and materials to ensure training goals are met.

The DDI Contractor will also be responsible for the End User Final Report after completion of the classroom training. The report shall cover aspects of the training activity, including at a minimum:

- Final information from the weekly classroom training reporting
- Demonstration that all training sessions were held, that training covered all areas required in the approved End User Training Plan
- Gap analysis of the difference between the pre-training State and desired state of worker proficiency in using the system to perform their daily responsibilities
- Evaluation of the readiness of trained staff to make best use of the SACWIS system
- Evaluation of impact on job performance and organizational training impact statewide analysis
- User Training Materials