



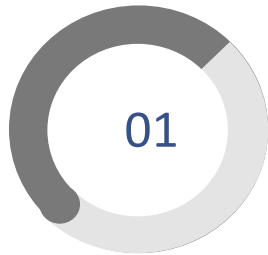
ORGANIZATIONAL CHANGE MANAGEMENT (OCM) PLAYBOOK

An OCM guide for credit union organizational
change management team members

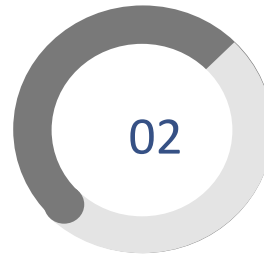
OCM PLAYBOOK: WHAT YOU'LL FIND

This playbook provides an overview of how to conduct organizational change management (OCM) within your credit union for the Prairie Payment Initiative's (PPI)'s deployment of the IBM Payment Centre Canada's (IPCC)'s Payments as a Service (PaaS) solution.

Three sections are covered:



OCM 101 – all the information you need to understand OCM and why it's important



OCM by project phase – what change needs to happen with what phase of your CU migrating



OCM template – a template OCM plan is provided to help you navigate through the transition

ACRONYM SUMMARY

The list below will help you as you move through the playbook.

Acronym	Description
IPCC	IBM Payments Centre Canada (IPCC) is a cognitive payments platform built on the IBM Cloud, used by many major Canadian and US banks, combining the infrastructure, software, application and business operations support under one multi-tenanted cost-effective and efficient platform.
PaaS	Payments as a Service (PaaS) which delivers an end-to-end payments management and infrastructure experience delivered through the IBM Payments Centre Canada (IPCC).
PPI	Prairie Payments Initiative (PPI) is the initiative the Prairie Payments Joint Venture Initiative (PPJV) was developed to manage. PPI works to ensure prairies credit unions are competitive in payments by providing access to the most efficient, cost-effective, modernized payments processing infrastructure, all within the context of meeting Payments Canada modernization requirements.
OCM	Organizational change management (OCM) is the discipline that guides how we prepare, equip and support individuals to successfully adopt change in order to drive organizational success and outcomes.
CU	Credit union (CU) is a co-operative bank owned by its members.
UAT	User acceptance testing (UAT) is a type of testing performed by the end user to verify/accept the software before moving the software into the production environment.
BU/FN	Business unit (BU) or function (FN) is a division, department or functional area within a company responsible for a specific corporate activity
RACI matrix	A responsible, accountable, consulted and informed (RACI) matrix is used to assign roles and responsibilities for each task, milestone or decision on a project.

TABLE OF CONTENTS

Section 1: OCM 101

- 01.1 [OCM Introduction](#)
- 01.2 [When does OCM occur and what outcomes does it achieve?](#)
- 01.3 [What does OCM do?](#)
- 01.4 [Who does my OCM team work with?](#)

[Section 2: OCM by project phase](#)

- 02.1 [OCM things to do by project phase](#)
- 02.2 [Overview of OCM: Planning and design](#)
- 02.3 [Overview of OCM: Develop](#)
- 02.4 [Overview of OCM: Deliver](#)
- 02.5 [Overview of OCM: Sustain](#)

[Section 3: OCM Template](#)

- 03.1 [OCM template: Organizational change management contents](#)
- 03.2 [OCM template: What's changing](#)
- 03.3 [OCM template: Approach to change readiness](#)
- 03.4 [OCM template: Stakeholders](#)
- 03.5 [OCM template: Coordinated approach with PPI Program](#)
- 03.6 [OCM template: Senders and receivers](#)
- 03.7 [OCM template: Measuring change](#)
- 03.8 [OCM template: Change outcomes for stakeholders](#)
- 03.9 [OCM template: Plan-on-a-page](#)
- 03.10 [OCM template: Detailed tactical plan](#)

[Appendix: supporting documents](#)



OCM 101

OCM + why it's important



In this section:



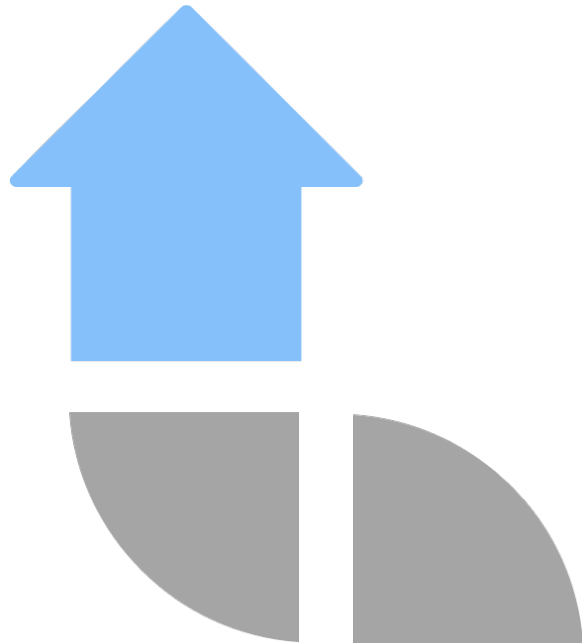
Review the [overview of OCM by project phase and change curve](#) for what to do in your OCM plans

Use the activities to help build your OCM activities on your [plan-on-a-page](#)

Required deliverables outlined here need to be submitted to the PPI program integration manager by sending an email [here](#)

OCM + WHY IT'S IMPORTANT

OCM is a set of approaches used to manage the transition to a future state so you can achieve desired outcomes for both your people and business.



Why it's important

- Only 20% of organizations believe they are highly successfully in managing change
- 87% of organizations say not enough focus is put on change management in critical projects
- 66% of leaders see empowered people who are passionate about change as critical to successful change

What it allows you to do

- Gives your organization a clear understanding of the roles, activities and benefits so they can buy-in to the change
- Highly successfully organizations invested 11% or more of their project budget on OCM
- Organizations utilizing OCM are 33% more likely to achieve anticipated benefits

OCM LEVERS: TOOLS TO SUPPORT YOU THROUGH CHANGE

OCM is most effective when used as a holistic set of tools (or “levers”) to prepare your credit union for the PaaS platform.



Level 1: Communications

This lever focuses on building awareness to PPI outcomes. It includes:

- Case for change (key messages)
- Communication materials development
- Communication coordination + execution

Level 2: Stakeholder Engagement

This lever focuses on managing stakeholder outcomes through:

- Stakeholder identification
- Coordinating engagement to maximize effectiveness
- Gaining support of leaders

Level 3: Change Network

This lever focuses on building a trusted group of PPI leaders to:

- Build commitment with their teams
- Identify resistance
- Improve the deployment of PPI through two-way communication

Level 4: Training

This lever focuses on building knowledge and skills through:

- Training needs analysis
- Training materials development
- Training coordination and execution

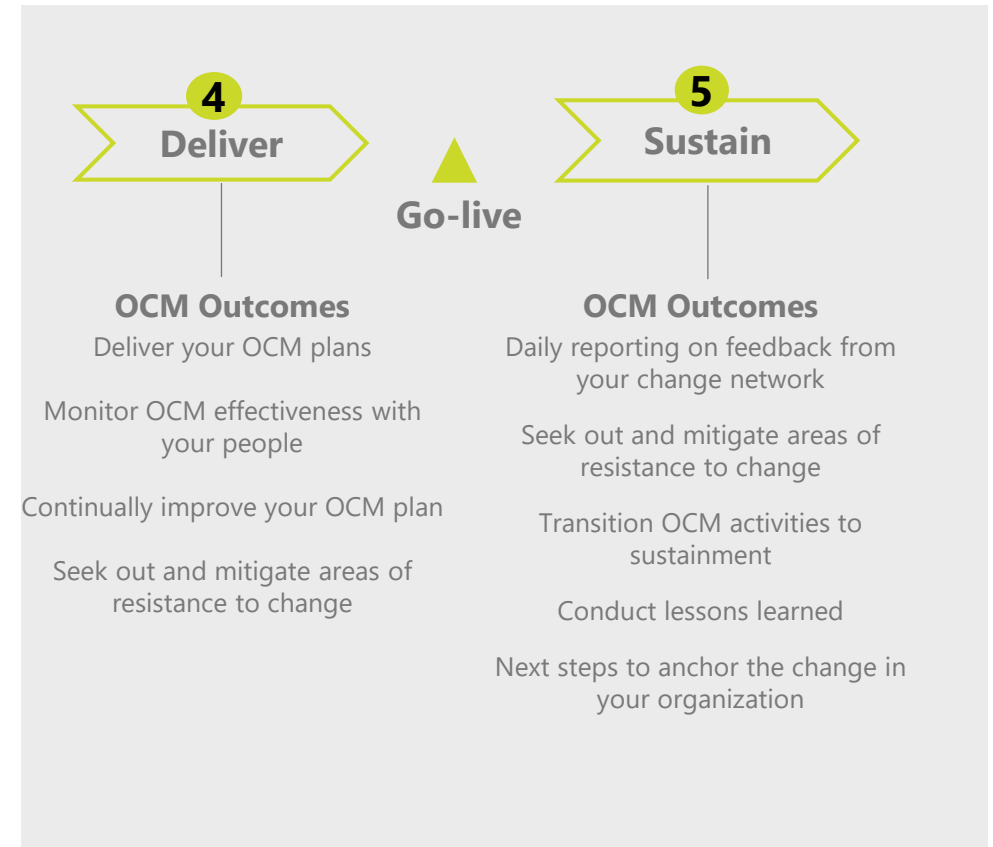
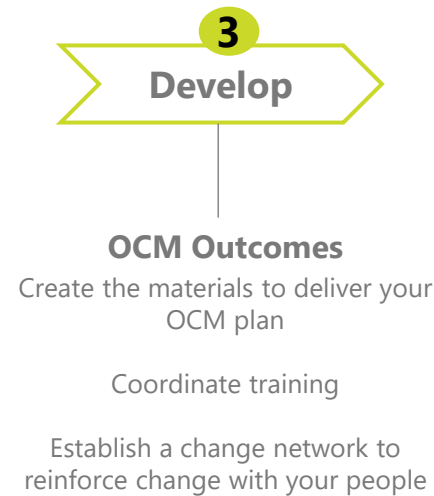
Level 5: Change Network

This lever focuses on monitoring and anticipating areas of resistance by:

- Developing approaches and activities to mitigate areas of resistance
- Seeking out new areas of resistance






WHEN DO YOU USE OCM + WHAT OUTCOMES WILL IT ACHIEVE?

OCM works alongside a project's phases to achieve the outcomes necessary for the project's success at that point in time. For example, there are five project phases for PPI and each phase has specific OCM outcomes noted below.








WHO DOES THE OCM TEAM WORK WITH?

OCM works with the various stakeholders. Below are typical roles that your organization will need to confirm as part of your OCM plans:

 Executive sponsor	 Project manager + team	 Organizational change	 Payments build team	 Partner organizations
<p>Champions the PPI project to your organization</p>	<p>Project manager: Design the project plan and stewards it to achieve project objectives to implement PaaS</p> <p>Project team: Provide necessary expertise to deliver the project plan</p>	<p>Stewards stakeholders to achieve their PPI change curve outcomes by planning and delivering change lever activities to your CUs project</p>	<p>Areas configure and customize your internal CU systems, processes and interfaces to work with PaaS</p>	<p>Partner organizations with DNA CU are responsible for:</p> <ul style="list-style-type: none"> • Planning • Target state • Integration • Testing • Business readiness • Cutover
<p>Note: Senior leader reporting to CEO</p>	<p>Note: PM + team determined by project plan capacity requirements</p>	<p>Note: Lead + resources determined by your OCM plan</p>	<p>Note: Determined by integration pattern such as partner</p>	<p>Note: DNA CUs need to work with Celero on your OCM plan</p>

WHO DOES MY OCM TEAM WORK WITH? (continued)

OCM works with the various stakeholders. Below are typical roles/departments your organization will need to confirm as part of your OCM plans:

 Release management	 Document management	 IT operations	 Business / functional units (impacted)	 Operational support
Owns when system releases and outages occur and communicates them so your business and functional units can prepare continuity plans for these periods	Owns documentation sustaining your CUs systems, processes and interfaces that will be important to defining your future state	Owns and operate your internal CU systems, processes and interfaces that will be connecting with PaaS	Areas of your CU impacted by PPI by changes to their peoples use of payments systems and processes	Support and provide break/fix analysis to payment systems that are used by your people

Note: Credit unions may not have all these stakeholder groups, however, responsibilities for these activities may be held by one or more individuals / partner organizations – OCM should work with your project manager to determine where these responsibility are located



OCM

By project phase



In this section:



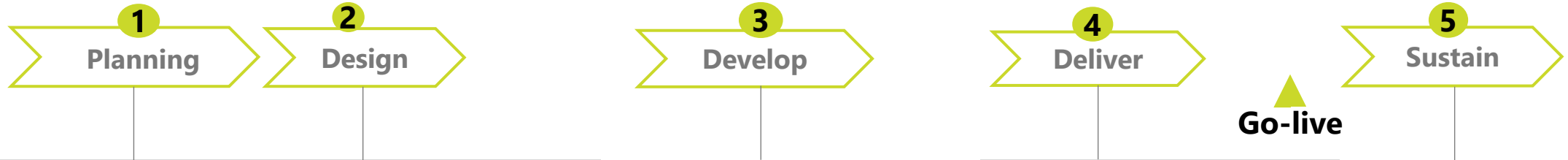
Review the [overview of OCM by project phase and change curve](#) for what to do in your OCM plans

Use the activities to help build your OCM activities on your [plan-on-a-page](#)

Required deliverables outlined here need to be submitted to the PPI program integration manager by sending an email [here](#)

OCM THINGS TO DO BY PROJECT PHASE

OCM has typical activities or “things to do” by your OCM team. These things happen in specific project phases in a specific order to complete deliverables and achieve the necessary outcomes. Remember, OCM activities often go across project phases. All of the things to do are described over the next several slides.



Things to do:

- Initial change analysis
- Prepare change impacts workshop
- Validate change impacts
- Confirm stakeholders
- Document your approach and plan for OCM
- Submit OCM plans to PPI
- Review OCM plans with project manager and executive sponsor
- Finalize OCM plans with PPI
- Build supporting materials (ongoing)
- Brief impacted executives
- Brief your operations support
- Brief IT operations and release management

Things to do:

- Create your OCM materials
- Coordinate training
- Track User Acceptance Training (UAT) attendance
- Confirm outage impacts
- Submit OCM plans to PPI

Things to do:

- Deliver OCM activities
- Monitor OCM effectiveness
- Resistance management
- Review sustainment plans
- Submit OCM plans to PPI

Things to do:

- Daily integrated reporting
- Daily change network
- Conduct lessons learned
- Recommendations on next steps
- Submit OCM plans to PPI

PLANNING AND DESIGN

In order to plan and design your OCM activities for your organization to sustain PPI, execute the following activities in order to ensure you have the things needed to be successful.

»» Activities	📄 Description	🧩 Deliverables and outcome
Initial change analysis	<ul style="list-style-type: none"> Interview project manager & project sponsor to confirm scope, objectives, timeline, and conduct a governance assessment Review who should be included in my OCM plans for the typical stakeholder groups you should be aware of and their responsibilities – this will input to your governance assessment and RACI 	<ul style="list-style-type: none"> RACI matrix Stakeholder list Key message: Case for change presentation Kick off presentation for project team
Prepare change impacts workshop	<ul style="list-style-type: none"> Acquire process flows for impacted current state processes from document management or business / functional units Acquire target state process flows from payments build team Work with project manager to identify workshop attendees who can speak to impacts to people, process and technology (those with knowledge from project team, payments build team, release management, SMEs from business / functional units, operational support, etc.) Schedule, design, develop and deliver workshop to identify and validate change impacts to people, process, technology by process flow to people, process, technology 	<ul style="list-style-type: none"> Developed and delivered change impact assessment workshop using Change impact workshop approach Validated change impacts of adopting PPI payment types to your CUs people, process and technology – inputs to approach and plan for organizational change management
Validate change impacts	<p>Complete a change impacts assessment by summarizing your workshops validated change impacts assessment:</p> <ul style="list-style-type: none"> Who is impacted by personas / roles Types of impacts (people, process, technology, etc.) Severity of impact (low, medium, high) Mitigation activities for impacts 	<p>Inputs to approach and plan for organizational change management:</p> <ul style="list-style-type: none"> Change impact assessment Role to persona analysis Training needs assessment

PLANNING AND DESIGN (continued)

»» Activities	📄 Description	🧩 Deliverables and outcome
Confirm stakeholders	<ul style="list-style-type: none"> Confirm key stakeholder names, functional testers, and any signatories for outages 	<ul style="list-style-type: none"> Updated Stakeholder list inputs to OCM plan and Complete change description document
Document your approach and plan for OCM	<p>Document your approach and plan for OCM with emphasis on “plan on a page” and tactical plans for:</p> <ul style="list-style-type: none"> Stakeholder engagement Change network Communications Training Resistance management 	<p>Draft approach and plan for Organizational change management approach and plan:</p> <ul style="list-style-type: none"> Stakeholder engagement Change network Communications Training Resistance management Draft change description document
Submit OCM plans to PPI	<ul style="list-style-type: none"> Review with PPI program integration manager your documented approach and plan to OCM as well as your change description document 	<ul style="list-style-type: none"> Validated approach to organizational change management Validated change description document

PLANNING AND DESIGN (continued)



»» Activity	📄 Description	🧩 Deliverables and outcome
Finalize OCM Plans with PPI	<ul style="list-style-type: none"> Based on feedback or project management & executive sponsor, review with PPI program integration manager your completed change description document 	<ul style="list-style-type: none"> Approved change description document
Build supporting materials (ongoing)	<ul style="list-style-type: none"> Build materials to support the project manager, typically a briefing packages explaining why the program is necessary, what the project is doing, who is impacted, timelines, FAQs and how you can support the program 	<ul style="list-style-type: none"> Key messages Briefing materials FAQs
Brief impacted executives	<ul style="list-style-type: none"> If executives are impacted then brief them on the upcoming plan 	<ul style="list-style-type: none"> Awareness and understanding of the business reasons the executives must support the initiative in their areas
Brief your operations support	<ul style="list-style-type: none"> Brief operations support to advise them of the coming release, its impacts, and what they will need to do to support it <i>Confirm where these responsibilities lay for your CU in step 1</i> 	<ul style="list-style-type: none"> Awareness and understanding of the project and its release dates Ensure internal protocols are followed by the project team for releases
Brief IT operations and release management	<ul style="list-style-type: none"> Brief IT operations and release management to coordinate broader communications (i.e. announcement protocols and dates) <i>Confirm where these responsibilities lay for your CU in step 1</i> 	<ul style="list-style-type: none"> Awareness and understanding of the project and its release dates Ensure internal protocols are followed by the project team to ensure operational support are effectively engaged in advance of go-live

3 DEVELOP

Before delivering OCM activities, develop the materials/activities as outlined in your plans.

»» Activities	📄 Description	🧩 Deliverables and outcome
<p>Create your OCM materials</p>	<ul style="list-style-type: none"> Based on the tactical steps outlined in your OCM approach and plan, create materials by audience (stakeholder engagement, change network, communications, training, and resistance management) 	<p>Finalize OCM materials:</p> <ul style="list-style-type: none"> Stakeholder engagement (briefing materials, status /leader updates, etc.) Change network (business readiness surveys, change network meetings, change network collaboration hub) Communications (announcements, targeted communications, broad awareness, reminders, memos) Training (UAT, FAQs, quick references, how-to, online modules, classrooms) Resistance management (responsibilities to monitor mailbox, Qs, attendance, etc)
<p>Coordinate training</p>	<ul style="list-style-type: none"> Coordinate training materials for functional testing by working with project manager and project team to assign responsibilities 	<ul style="list-style-type: none"> Training coordinated for functional testing to ensure testers are prepared for their responsibilities Materials required for training delivery are developed (FAQs, quick references, how-to, online modules, classroom)



3 DEVELOP (continued)

»»» Thing to do	 Description	 Deliverables and outcome
Track User Acceptance Training (UAT) attendance	<ul style="list-style-type: none"> Track UAT training attendance 	<ul style="list-style-type: none"> Measure delivery of UAT training needs and to determine whether follow up is needed with participants based on their attendance
Confirm outage impacts	<ul style="list-style-type: none"> Provide and confirm IT operations and release management have received knowledge on impacts of outages 	<ul style="list-style-type: none"> Understanding of IT operations and release management of dates that impact their organizations
Submit OCM plans to PPI	<ul style="list-style-type: none"> Update and review with PPI program integration manager your update change description document 	<ul style="list-style-type: none"> Updated change description document
Deliver OCM activities	<ul style="list-style-type: none"> Deliver OCM activities as outlined in your OCM approach and plan (stakeholder engagement, change network, communications, training) 	<ul style="list-style-type: none"> Stakeholders achieve awareness, understanding acceptance and commitment outcomes as outlined in your OCM approach and plan

4

DELIVER

Delivery of your OCM activities focuses on putting your plan to life but also being pro-active in monitoring resistance and continuously adjusting the plan

»»» Thing to do	 Description	 Deliverables and outcome
Monitor OCM effectiveness	<ul style="list-style-type: none"> • Monitor OCM effectiveness: viewership of communications, attendance of training, feedback from business readiness surveys, questions from coaches, questions to project) • Create recommendations to improve your OCM approach and plan and review with project manager • Update activities in you OCM approach and plan 	<ul style="list-style-type: none"> • Adjust delivery mediums, timing or add new ones to maximize impact of your OCM approach and plan
Resistance management	<ul style="list-style-type: none"> • Monitor whether the outcomes in your plan are being achieved and conduct interventions as required 	<ul style="list-style-type: none"> • Identified areas of resistance have mitigation plans • Add activities to the OCM plan (stakeholder engagement, change network, communications, training)
Review sustainment plans	<ul style="list-style-type: none"> • Meet with IT operations to provide feedback on their sustainment plan • IT operations is typically accountable to ensure sustainment plans to support your payment system are understood – review who is accountable for this in step 1 	<ul style="list-style-type: none"> • Sustainment plan for IT operations that clearly articulates roles and responsibilities to operate the payments solution(s)
Submit OCM plans to PPI	<ul style="list-style-type: none"> • Update and review with PPI program integration manager your update change description document 	<ul style="list-style-type: none"> • Updated change description document

5

SUSTAIN

The sustain phase ensures your payment system is supported once the project team disbands. This phase is about managing resistance after go-live and working with the project team to mitigate and break/fix issues to ensure the solution will be supported

»»» Thing to do	📄 Description	🧩 Deliverables and outcome
Daily integrated reporting	<ul style="list-style-type: none"> Attend daily integrated reporting on break/fix issues and work with payments build team to determine necessary key messages and OCM activities to mitigate the issues for those impacted 	<ul style="list-style-type: none"> Tactical OCM materials to support break/fix work added to OCM plan, developed and delivered (stakeholder engagement, change network, communications, training)
Daily change network	<ul style="list-style-type: none"> Conduct daily sessions with your change network 	<ul style="list-style-type: none"> Feedback from end users collected to improve system Break/fix issues quickly reported to project team
Conduct lessons learned	<ul style="list-style-type: none"> Conduct lessons learned session 	<ul style="list-style-type: none"> Feedback from end users collected to make recommendations for next steps Lessons learned with report to leaders to ensure impacted users remain committed to the solution
Recommendations on next steps	<ul style="list-style-type: none"> Make recommendations to your executive sponsor on next steps to build upon the solution and sustain it 	<ul style="list-style-type: none"> Sustainment plan updated
Submit OCM plans to PPI	<ul style="list-style-type: none"> Update change description document based on any updates to your understanding of the change 	<ul style="list-style-type: none"> Updated change description document



Developing Your OCM Plan

Template



In this section:



You'll find an OCM template you can use to build your own OCM approach and activities.

Remember to review the following as inputs to your OCM approach and plan:

- [OCM things to do by project phase](#)
- [Who does my OCM team work with](#)
- Review the [OCM things to do](#) plus [OCM deliverable requirements](#) for each project phase – these should align to your [plan-on-a-page](#).

ORGANIZATIONAL CHANGE MANAGEMENT CONTENTS

Purpose:

The purpose of this template is to support you in developing your organizational change management plan for the Prairie Payment Initiative

How to use this template:

The organization change management approach and plan template is outlined in the following slides. Within the template, there are nine sections to complete. Instructions and examples for filling in the contents of the sections are included. Please review each of the sections below and fill in the contents:

1. [What's changing](#)
2. [Approach to change readiness](#)
3. [Stakeholders](#)
4. [Coordinated approach with PPI program](#)
5. [Senders and receivers](#)
6. [Measuring change](#)
7. [Change outcomes for stakeholders](#)
8. [Plan on a page](#)
9. [Detailed tactical plan](#)

1. WHAT'S CHANGING

[insert headline statement describing the essence of the impacts of implementing PPI to people / process / technology in your organization]

Instructions: summarize the changes being implementing PPI in your organization including:

- High level description of the change (i.e. what system, duration, timing, date)
- Why the changing is happening (i.e. business reason for the change)
- Benefits of the change (i.e. vision and improvements to how payments are conducted in your organization)
- When will the change happen (i.e. duration and key dates such as kick-off, testing, training, cutover, go-live)
- Who is impacted:
 - When will users be impacted (i.e. dates they must participate in testing, training, cutover and go-live/outages)
 - How users will be impacted (i.e. differences to how they carry out payments business processes or use their systems, if there is an outage, auto restarts of machines, requirements for manual downloads, and if they need to enact their business continuity plans)
 - Actions users must take (i.e. anything the user must do to make the change occur such as leaving their computer connected to the network overnight, rebooting their system or completing a workaround)
- How you will prepare the organization (i.e. what you will have to do to adopt and become proficient as an organization based on the elements of your change plan (brief leaders, communication, training, coaching, resistance management))

2. APPROACH TO CHANGE READINESS

[insert headline statement describing what is unique about your change approach]

Instructions: Using the diagram below as an example, describe the guiding principles of how you will ensure people adopt and become proficient change:

- Note, PPI uses an "Agile" approach; technical requirements to integrate your organization with PaaS are planned, designed, developed and deployed in short two-week cycles, and therefore, not wait for a target state to be fully complete to understand the full scope of impacts to your organization

Change Levers	Objectives	Deliverables
Stakeholder Engagement	<ul style="list-style-type: none"> Enable Leaders to visibly promote participation and hold teams accountable to adopt PPI Commitment of leaders and stakeholders to participate Impactful 'face-to-face' engagement when strategically effective to deliver 	<ul style="list-style-type: none"> OCM plan Refined change impacts Supporting collateral as required
Change Network	<ul style="list-style-type: none"> Relay information to impacted stakeholder from those they trust Build commitment through champions who are pervasive throughout your organization Two-way communications to improve the deployment 	<ul style="list-style-type: none"> See stakeholder engagement Communication and business readiness survey Coach
Communication	<ul style="list-style-type: none"> Build belief in the 'case for change' Maintain stakeholder line of site into how the pieces of the PPI deployment drive a holistic outcome 	<ul style="list-style-type: none"> See Leader alignment Key messages Evolving briefing materials
Training	<ul style="list-style-type: none"> Develop understanding of how PPI impacts stakeholders through tactical learning materials Provide knowledge to change network successfully champion PPI 	<ul style="list-style-type: none"> Onboarding materials Training needs assessment Pilot Training materials
Resistance Management	<ul style="list-style-type: none"> Actively seek and report areas of resistance Determine mitigating activities to manage resistance 	<ul style="list-style-type: none"> Communications and business readiness survey Review of OCM activity outcomes Tactical mitigating activities added to other change leavers

3. STAKEHOLDERS

Instructions: describe in the charts below, who is impacted by the change and how you have segmented them ([review and update who should be included](#))

Primary 1A

Project Team

- Ex. Executive sponsor
- Ex. Project manager

Extended project team

- Update as required

Primary 1B

Change Network

- Update as required

Primary 1C

Primary impacted roles by PPI

- Update as required

Secondary 2

Project team members of dependent / related projects:

- Update as required

Business units and functions

- Ex. Business units: retail banking, corporate banking, etc.
- Ex. Functions: Human resources, communications, legal, investor relations, external stakeholder relations, etc
- Update as required

Tertiary 3

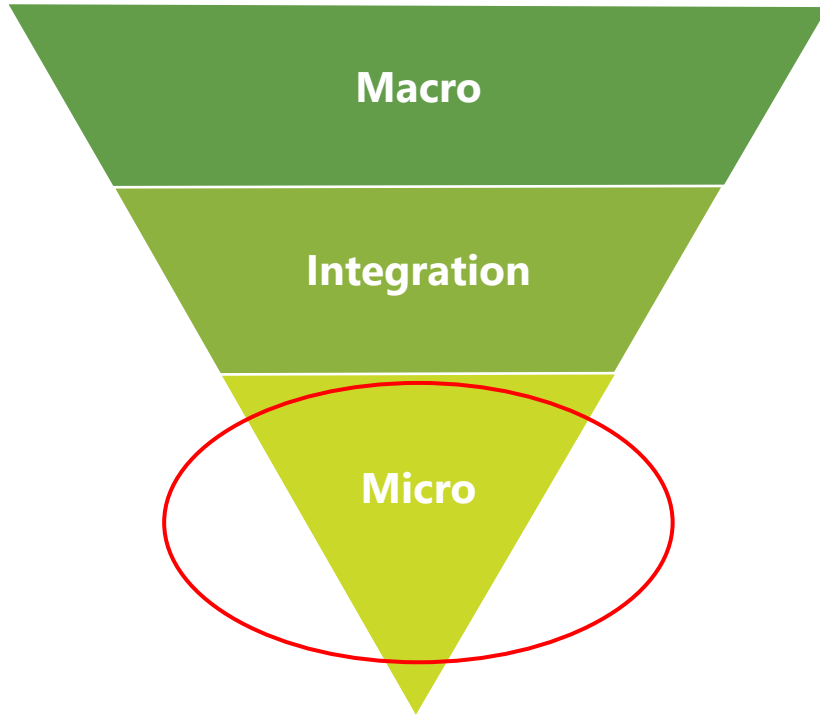
Leaders and their councils:

- Ex. Executive leadership team (ELT)
- Ex. IT operations council (DC)
- Ex. Process councils (PC)
- Ex. Operations councils (OC)
- Ex. Branch manager council (BMC)
- Update as required

4. COORDINATED APPROACH WITH PPI PROGRAM

Instructions: Describe how your plans activities and key messages will be coordinated with the Prairie Payment Initiative Program

PPI Program engagement approach model includes three tiers:



- **Macro:** Stakeholders (Boards of Directors, Committees, Executive / Leadership) who will receive and cascade key messaging from the PPI Program
- **Integration:** Stakeholders (various partners and CU representatives) who will cascade both business and tactical messaging and require engagement to stay abreast of all PPI progress. This will be referred to the “Points of Contact Network” who receive key messages from the PPI program but also provide feedback back to the program
- **Micro:** Stakeholders of individual credit unions (employees and members) who will require information during the onboarding process and receive key messages from their credit union

This plan focuses on our credit unions organizational change management plan which coordinates with the PPI program to ensure alignment in our activities and key messages

5. SENDERS AND RECEIVERS

Instructions: describe who is sending and receiving communications in your CU based on your stakeholder list. Below is an example chart and can be used as a starting point for your organization. Please update as required.

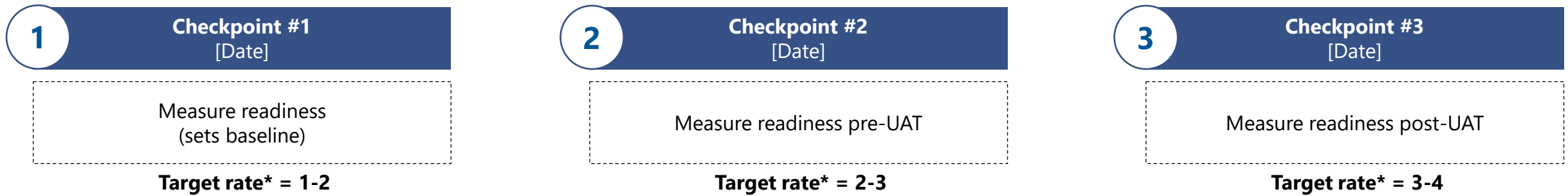
Communicator	What They Communicate	Who They Communicate To
PPI Program (Macro)	<ul style="list-style-type: none"> • Key messages across all stakeholders in the PPI program (holistic vision for payments) • Expectations for CUs in support of PPI programmatic directives 	<ul style="list-style-type: none"> • Macro and integrated stakeholders • Integrated layer typically cascades messages into your CU
CU Leadership Team	<ul style="list-style-type: none"> • Reinforce key messages regarding PPI and why the change necessary • Reinforce expectations with their teams on their role in supporting PPI • Expectations for support should resistance arise in their domains 	<ul style="list-style-type: none"> • All (business reasons) • Their BU/FN leaders and councils
Leaders and Councils	<ul style="list-style-type: none"> • Reinforce key messages regarding PPI and its business reasons why the change necessary • Reinforce expectations with their teams on their role to play in supporting PPI • Expectations for support should resistance arise in their domains 	<ul style="list-style-type: none"> • Dependent projects • Their BU/FN leaders
Executive Sponsor	<ul style="list-style-type: none"> • Disseminates information regarding project status to leaders • Sets expectations for support required from leaders and councils 	<ul style="list-style-type: none"> • CU leadership team • Leaders and councils • BU/FN Business Engagement Directors and Managers
Project Manager	<ul style="list-style-type: none"> • Sets expectations and disseminates information regarding project outcomes and expectations • Status of key risks, assumptions, issues, and dependencies 	<ul style="list-style-type: none"> • Project team • Executive sponsor • Dependent, related projects
BU/FN Leaders	<ul style="list-style-type: none"> • Reinforce key messages regarding PPI and why the change necessary • Reinforce expectations with their teams on their role to play in supporting PPI 	<ul style="list-style-type: none"> • Their key BU/FN leaders (managers / directors who manage front-line employees)
Impacted BU/FN Directors and Managers	<ul style="list-style-type: none"> • Reinforce key messages regarding PPI and why the change necessary • Reinforce expectations on their teams to support the change • What is changing, how to prepare for changes • Coaches and UAT participation directive 	<ul style="list-style-type: none"> • Their teams and impacted roles
PMs of Dependent Projects	<ul style="list-style-type: none"> • Key outage dates and testing 	<ul style="list-style-type: none"> • To their projects and clients

6. MEASURING CHANGE

[insert headline statement describing how you will measure change]

Instructions: Describe your approach to measuring change:

- Three checkpoints will measure effectiveness of OCM activities and impacted stakeholder readiness using [add survey tool]
- May result in tactical engagement to improve results post-survey



Checkpoints measure readiness through a consistent process:



* Target rate: A benchmark score set on a scale of 1-4 that determines whether the project is on track

7. CHANGE OUTCOMES FOR STAKEHOLDERS

[insert headline statement describing when stakeholders will achieve their outcomes you require them to achieve]

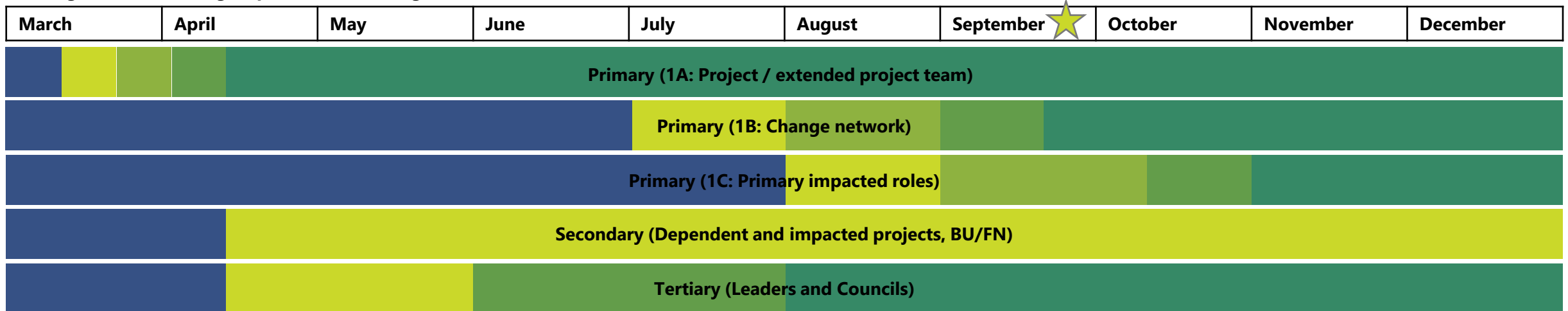
Instructions: describe when the stakeholder groupings you have created will achieve their desired change outcomes:

- This section should tie into your tactical plan where you execute your approach, as the tactical change you deploy moves stakeholders along the change curve

Organizational change curve

Unaware	Understanding	Acceptance	Commitment	Sustainment
The status quo – unaware that PPI is on the horizon	Know PPI is coming and can explain the payments vision and key concepts such as PaaS at a high level	Recall and describe key people, process and technical impacts from PPI to both their organization and individually	Adopted and proficient, willing to accept people changes and use new processes and technology	Reinforce new payments processes as the new status quo – let's others know that there are new payments processes and technologies

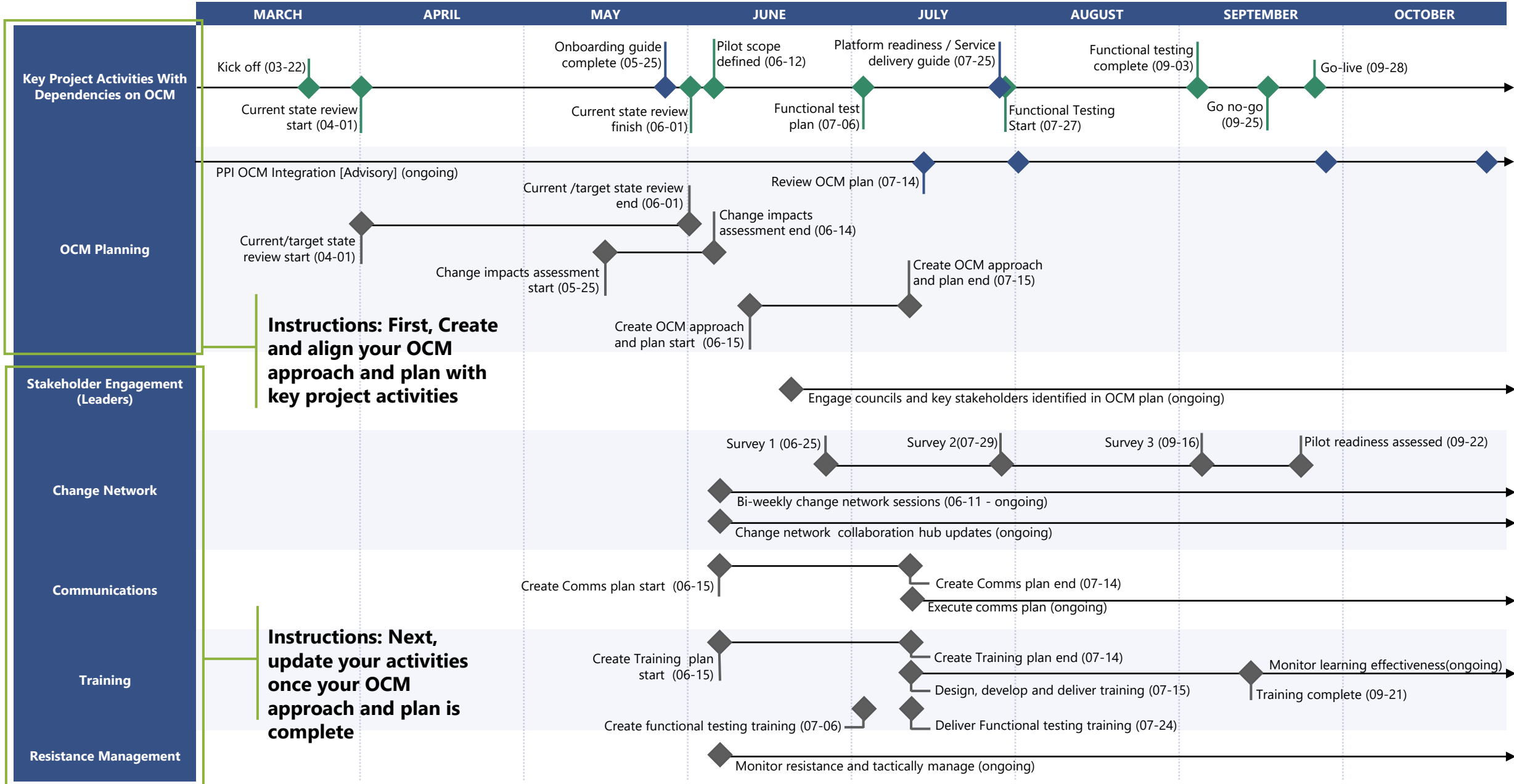
Timing for stakeholder groups to achieve change curve outcome



8. PLAN ON A PAGE

Legend

- ◆ Decision/ workshop / Key activity
- PPI led
- IBM led activity
- Servus led activity
- Joint participation



9. DETAILED TACTICAL PLAN (KEY PROJECT ACTIVITIES WITH DEPENDENCIES ON OCM)

Instructions: add tactical change activities represented in your plan on a page to the chart below. Align activities with the change levers you are planning to execute in order to achieve your change outcomes. Examples are given:

Activity	Purpose	Audiences	Delivery Channel	Delivered by	Date
Kick-off	Develop understanding of PPI vision and benefits, and align on project expectations for roles and responsibilities	Project team	Workshop	Name	month, date, year
Current state review (start)	Develop an understanding of current state payment processes that will be impacted by adopting PaaS	Project team	Workshops	Name	month, date, year
Current state review (finish)	Develop an understanding of current state payment processes that will be impacted by adopting PaaS	Project team	Workshops	Name	month, date, year
Onboarding guide	Understanding CU onboarding requirements including but not limited to: Network Connectivity, Master data configurations, Beta API, UAT support models, CU readiness and end point configuration for test beds and production environment	Project team Executive sponsor	Project deliverable / presentation provided by OCM and project team	Name	month, date, year
Pilot scope defined	Understanding of project scope and timelines	Project team Executive sponsor	Project deliverable / presentation provided by OCM and project team	Name	month, date, year

9. DETAILED TACTICAL PLAN (KEY PROJECT ACTIVITIES WITH DEPENDENCIES ON OCM)

Instructions: add tactical change activities represented in your plan on a page to the chart below. Align activities with the change levers you are planning to execute in order to achieve your change outcomes. Examples are given:

Activity	Purpose	Audiences	Delivery Channel	Delivered by	Date
Functional test plan	Understanding of functional testing plan and requirements to create buy-in to participate	Project team Executive sponsor Functional / UAT testers	Project deliverable / presentation provided by OCM and project team	Name	month, date, year
Platform readiness / Service delivery guide	Platform readiness	Project team Executive sponsor	Project deliverable / presentation provided by OCM and project team	Name	month, date, year
Functional testing start	Understanding of how to complete functional testing activities	Functional / UAT testers	Project activity / presentation provided by OCM and project team	Name	month, date, year
Functional testing complete	Understanding of the outcomes of functional testing	Project team Executive sponsor Functional / UAT testers	Project activity / presentation provided by OCM and project team	Name	month, date, year
Go No-go	Understanding that requirements to go-live have been completed and commitment to proceed forward with go-live	Project team Executive sponsor	Project activity / presentation provided by OCM and project team	Name	month, date, year
Go-live	Understanding that the cut-over has been successfully completed to go-live with your new payments platform	Project team Executive sponsor	Project activity / presentation provided by OCM and project team	Name	month, date, year

9. DETAILED TACTICAL PLAN (OCM PLANNING)

Instructions: add tactical change activities represented in your plan on a page to the chart below. Align activities with the change levers you are planning to execute in order to achieve your change outcomes. Examples are given:

Activity	Purpose	Audiences	Delivery Channel	Delivered by	Date
PPI OCM integration	Coordination of OCM activities, alignment on key messages, continuous improvement of OCM approach and plan	Your OCM lead Project manager	Meetings	PPI program integration manager and team	month, date, year
Review OCM plan (Planning and design)	Coordinate OCM approach and plan with PPI, understanding of the scope of the change in your credit union	PPI program integration manager Your OCM lead Project manager	Review OCM approach and plan, and submit change description document to program integration manager	PPI program integration manager and team	month, date, year
Review OCM plan (Develop)				PPI program integration manager and team	month, date, year
Review OCM plan (Deliver)				PPI program integration manager and team	month, date, year
Review OCM plan (Sustain)				PPI program integration manager and team	month, date, year

9. DETAILED TACTICAL PLAN (OCM PLANNING)

Instructions: add tactical change activities represented in your plan on a page to the chart below. Align activities with the change levers you are planning to execute in order to achieve your change outcomes. Examples are given:

Activity	Purpose	Audiences	Delivery Channel	Delivered by	Date
Current/target state review (start)	Understand change impacts (who, type of change, level of the impact, and tactics to prepare impacted people); understand training needs	Project manager Project team Relevant subject matter experts	Workshops	Your OCM lead	month, date, year
Current/target state review (end)	Understand change impacts (who, type of change, level of the impact, and tactics to prepare impacted people)	Project manager Project team Relevant subject matter experts	Workshops	Your OCM lead	month, date, year
Create OCM approach and plan (start)	Drive consistency and coordination of your OCM activities: stakeholder engagement, change network, communications, training and resistance management	Project manager Project team Relevant subject matter experts	Deliverable and briefing	Your OCM lead	month, date, year
Create OCM approach and plan (end)	Drive consistency and coordination of your OCM activities: stakeholder engagement, change network, communications, training and resistance management	Project manager Project team Relevant subject matter experts	Deliverable and briefing	Your OCM lead	month, date, year

9. DETAILED TACTICAL PLAN (STAKEHOLDER ENGAGEMENT)

Instructions: add tactical change activities represented in your plan on a page to the chart below. Align activities with the change levers you are planning to execute in order to achieve your change outcomes. Examples are given:

Activity	Purpose	Audiences	Delivery Channel	Delivered by	Date
Engage councils and key stakeholders identified in OCM plan (ongoing)	Key leaders understand your OCM plan and endorse you to proceed with activities in their areas of influence	Councils and key stakeholders	Briefing deck	Name	month, date, year
Activity	Purpose	Audience	Channel name	Name	month, date, year
Activity	Purpose	Audience	Channel name	Name	month, date, year
Activity	Purpose	Audience	Channel name	Name	month, date, year

9. DETAILED TACTICAL PLAN (CHANGE NETWORK)

Instructions: add tactical change activities represented in your plan on a page to the chart below. Align activities with the change levers you are planning to execute in order to achieve your change outcomes. Examples are given:

Activity	Purpose	Audiences	Delivery Channel	Delivered by	Date
Bi-weekly change network sessions	Develop two-way communication with key leaders living the change; reinforce adoption and key messages	Change network Project Manager Executive sponsor	Briefing deck	Your OCM lead	month, date, year (bi-weekly)
Survey 1	Develop a baseline of where stakeholders are on the PPI change curve and develop recommendations to improve results	Change network + TBD	Survey	Name	month, date, year
Survey 2	Measure improvements of where stakeholders are on the PPI change curve and develop recommendations to improve results	Change network + TBD	Survey	Name	month, date, year
Survey 3	Measure improvements of where stakeholders are on the PPI change curve and develop recommendations to improve results (feeds go/ no-go decision)	Change network + TBD	Survey	Name	month, date, year
Change network collaboration hub	Develop constant messaging and drive two-way communication with change network	Change network	Change network collaboration hub	Your OCM lead	month, date, year (ongoing updates)

9. DETAILED TACTICAL PLAN (COMMUNICATIONS)

Instructions: add tactical change activities represented in your plan on a page to the chart below. Align activities with the change levers you are planning to execute in order to achieve your change outcomes. Examples are given:

Activity	Purpose	Audiences	Delivery channel	Delivered by	Date
Create comms plan (start)	Coordinate tactical communications and key messages (developed in coordination with OCM plan)	Project manager Project Team Executive sponsor	Deliverable and briefing	Name	month, date, year
Create comms plan (end)	Coordinate tactical communications and key messages (developed in coordination with OCM plan)	Project manager Project Team Executive sponsor	Deliverable and briefing	Name	month, date, year
Execute comms plan	Develop awareness PaaS (holistic vision and tactical elements)	Audience	Delivery channel	Name	month, date, year
Activity	Purpose	Audience	Delivery channel	Name	month, date, year

9. DETAILED TACTICAL PLAN (TRAINING)

Instructions: add tactical change activities represented in your plan on a page to the chart below. Align activities with the change levers you are planning to execute in order to achieve your change outcomes. Examples are given:

Activity	Purpose	Audiences	Delivery Channel	Delivered by	Date
Create training plan (start)	Coordinate tactical training activities (developed in coordination with OCM plan)	Project manager Project Team Executive sponsor	Deliverable and briefing	Name	month, date, year
Create training plan (end)	Coordinate tactical training activities (developed in coordination with OCM plan)	Project manager Project Team Executive sponsor	Deliverable and briefing	Name	month, date, year
Execute training plan	Develop understanding how to use processes and technology for PaaS	Audience	Delivery channel	Name	month, date, year
Monitor learning effectiveness	Evaluate learning completion rates and level of understanding achieved	Audience	Delivery channel	Name	month, date, year
Create functional training	Materials to develop understanding for participants to complete functional / UAT testing	Project manager Project Team Executive sponsor	Classroom session materials	Name	month, date, year
Deliver functional training	Session(s) to develop understanding for participants to complete functional / UAT testing	Functional UAT participants	Session	Name	month, date, year
Activity	Purpose	Audience	Delivery channel	Name	month, date, year
Activity	Purpose	Audience	Delivery channel	Name	month, date, year

9. DETAILED TACTICAL PLAN (RESISTANCE MANAGEMENT)

Instructions: add tactical change activities represented in your plan on a page to the chart below. Align activities with the change levers you are planning to execute in order to achieve your change outcomes. Examples are given:

Activity	Purpose	Audiences	Delivery Channel	Delivered by	Date
Monitor resistance and tactically manage	Measure across all change levers in your OCM plan for feedback indicating resistance to change and add tactical activities to your plan to mitigate	Project manager Project Team Executive sponsor	Monitoring	Your OCM lead	month, date, year
Activity	Purpose	Audience	Delivery channel	Name	month, date, year
Activity	Purpose	Audience	Delivery channel	Name	month, date, year
Activity	Purpose	Audience	Delivery channel	Name	month, date, year

Organizational change management playbook

Appendix: supporting documents

PLACEMAT OF OCM BY PROJECT PHASE AND CHANGE CURVE






Below is a summary of the typical things to do for your OCM team by project phase to complete its deliverables and achieve the necessary outcomes on the PPI change curve – remember, OCM activities often go across project phases.

1 Planning		2 Design		3 Develop		4 Deliver		5 Sustain	
Unaware		Understanding		Acceptance		Commitment		Sustainment	
THINGS TO DO: <ul style="list-style-type: none"> Interview project manager and project sponsor to confirm scope, objectives, timeline, and complete change description document and conduct a governance assessment (RACI matrix) Create approach to assess impacts by stakeholder groups Complete the change impacts assessment Confirm key stakeholder names, functional testers, and any signatories for outages Create change management plan and tactical plans for stakeholder engagement, change network, internal communications, and training. Meet with operations support to advise them of the coming release, its impacts, and what they will need to do to support it Build materials to support the project manager Meet with IT operations and release management to coordinate broader communications to credit union staff (i.e. announcement protocols and dates) 		THINGS TO DO: <ul style="list-style-type: none"> Finalize OCM plan materials by audience (stakeholder engagement, change network, communications, training, and resistance management materials) Coordinate training materials for functional testing by working with project manager and project team to assign responsibilities Track UAT training attendance Provide and confirm IT operations and release management have received knowledge on impacts of outages 		THINGS TO DO: <ul style="list-style-type: none"> Deliver OCM activities (stakeholder engagement, change network, communications, training) Monitor and analyze OCM effectiveness: e.g. attendance of training, feedback from business readiness surveys, questions from coaches. Recommended OCM activities to be added to OCM plan (stakeholder engagement, change network, communications, training) Conduct modifications as required Meet with IT operations to provide feedback on their sustainment plan 		THINGS TO DO: <ul style="list-style-type: none"> Attend daily integrated reporting on break/fix issues Conduct daily change network sessions Determine necessary key messages and OCM activities to mitigate the issues for those impacted (stakeholder engagement, change network, communications, training, and resistance management) Conduct lessons learned session Make recommendations for next steps to build upon the solution and sustain it 			
DELIVERABLES: <ul style="list-style-type: none"> Complete change description document RACI matrix Stakeholder list Change impact workshop approach Change impact summary Training needs analysis report 		<ul style="list-style-type: none"> Case for change presentation – key messages Kick off presentation Briefing materials FAQs Organizational change management approach and plan 		DELIVERABLES: <ul style="list-style-type: none"> Update change description document Finalized OCM materials 		DELIVERABLES: <ul style="list-style-type: none"> Update change description document Deliver OCM materials as required Monitor resistance and recommend tactical OCM activities to be added to OCM plan (stakeholder engagement, change network, communications, training) Sustainment plan 		DELIVERABLES: <ul style="list-style-type: none"> Update change description document Lessons learned with report to leaders Updated sustainment plan 	

WHO SHOULD BE INCLUDED IN MY OCM PLANS?

Your OCM resource not only helps your organization deliver change to impacted stakeholders, but they also work with your project manager and team to engage groups who will be important to preparing your payments solution before it is release. Below are stakeholders who are typically documented in your OCM plan.






Note: CUs may not have all stakeholder groups listed , however, responsibilities may be held by one or more individuals / partner organization – OCM should work with your project manager to determine where these responsibility are located

Group	Stakeholder category	Responsibilities
 Executive sponsor	Executive	<ul style="list-style-type: none"> Financial Institutions champion of the PPI deployment Primary responsibility is to set and reinforce expectations around the future of payments in their organizations Build and maintain stakeholder buy-in and support, as appropriate Remove barriers and obstacles to readiness, and facilitate access to resources
 Project manager (+ project team)	Project	<ul style="list-style-type: none"> Design the project plan and then implement and sustain the release Manage the project team, budget, and resources Ensure project meets the required schedule and quality criteria Integrate with other key members (executive sponsor, build team, organizational change management, etc.)
 Organizational change management	Project	<ul style="list-style-type: none"> Design, develop and deliver organizational change readiness activities (i.e. leadership alignment / stakeholder engagement, communications, training, coaching and resistance management plans) to enable adoption and proficiency with new payment processes – scope is only organizational and not specific activities required for specific organizational units Coach organizational units on designing, developing and delivering their own change readiness activities Responsible for design of business message and timing of release communications – consult release management on their development and delivery
 Payments build team	Project	<ul style="list-style-type: none"> Designs, develops and delivers required configurations and/or customizations to align internal CU systems and processes with PaaS application program interfaces Align, schedule environments and coordinate user acceptance testing (UAT)
 Partner organization (DNA only)	Partner	<p>Partner organizations provide the service of implementing and operating elements of your payment platform for DNA CUs – you will need to support Celero in the following activities they are responsible to deliver the following activities to prepare you for PaaS:</p> <ul style="list-style-type: none"> Target state Integration Testing Business readiness Cutover

WHO SHOULD BE INCLUDED IN MY OCM PLANS? (CONTINUED)

Your OCM resource not only helps your organization deliver change to impacted stakeholders, but they also work with your project manager and team to engage groups who will be important to preparing your payments solution before it is release. Below are stakeholders who are typically documented in your OCM plan.

Note: CUs may not have all stakeholder groups listed , however, responsibilities may be held by one or more individuals / partner organization – OCM should work with your project manager to determine where these responsibility are located

Group	Stakeholder category	Responsibilities
 Release management	Technical	<ul style="list-style-type: none"> • Consult and communicate technical changes in their systems, confirm and approve system outage dates • Develop and deliver organizational change management communications, especially outage announcements – organizational change management responsible for design • Engagement of organizational units using typical release management protocols
 Document management	Technical	<ul style="list-style-type: none"> • Tracks and all key changes to system configurations and customizations • Develop / update functional specifications outlining how updated configurations and customizations work
 IT operations	Technical	<ul style="list-style-type: none"> • Accountable for their team’s availability and attendance for UAT and validation of change impacts • Accountable for their team’s attendance and completion of required change readiness activities (i.e. training, workshops, townhalls, etc.) • Reviews all key changes to system configurations and customizations • Consult executive sponsor, project manager, organizational change management at business readiness checkpoints on whether readiness criteria has been met to Go-live • Consult on participants for UAT • Consult with project manager, release management, and with their business / functional units on necessary activities to prepare new payments systems / processes
 Business / functional units (Impacted)	Business	<ul style="list-style-type: none"> • Responsible for attendance and completion of required change readiness activities (i.e. coaching activities, training, workshops, townhalls, etc.) • Responsible for attendance and completion of required UAT activities or validation of change impacts • Sign-off on outage dates, typically leader of the business / functional unit • Identify, confirm and make testers available; support testing and data validation and sign off on results • Understand why PPI is implementing PaaS in their organization • Understand what related people, process and technology impacts are in their areas of activities
 Operational support	Technical	<ul style="list-style-type: none"> • Informed of outages and their impacts • Understand impacts of the new payments system on users • Accountable to make their people available to review and update require documentation to support payment processes • Report back to the project manager with incidents