



Performance Budgeting

Risk and Issue Management Plan

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Prepared by:



Record of Changes/Version History

| Change/Version Number | Date of Change | Impacted Section/Description of Change | Person Entering Change |
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| 0.5 – Draft | 09/28/2009 | Draft Submission | Scott Leake |
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Risk and Issue Management Plan

This document is the plan for managing risk for the Performance Budgeting system. It defines roles and responsibilities for participants in the risk processes, the risk management activities that will be carried out, the schedule and budget for risk management activities and any tools and techniques that will be used. It will also define processes and procedures related to handling issues as they arise.

A. General Information

| | | | |
|-----------------------------|--|-------------------------------|--|
| <i>Project Title:</i> | <u>Performance Budgeting</u> | <i>Project Working Title:</i> | <u>Performance Budgeting</u> |
| <i>Proponent Secretary:</i> | <u>Ric Brown, Secretary of Finance</u> | <i>Proponent Agency:</i> | <u>Department of Planning & Budget</u> |
| <i>Prepared by:</i> | <u>Scott Leake</u> | <i>Date / Control Number:</i> | <u>10/09/2009</u> |

B. Risk Management Strategy

1. Risk and Issue Definitions

Project risk is an uncertain event or condition that, if it occurs, has a positive or a negative effect on at least one project objective, such as time, cost, scope, or quality (i.e., where the project time objective is to deliver in accordance with the agreed-upon schedule; where the project cost objective is to deliver within the agreed-upon cost; etc.). A risk may have one or more causes and, if it occurs, one or more impacts. An issue may be a risk that has occurred, or it may be an unforeseen event.

2. Risk Responsibility

The PPC Deputy Project Manager is responsible for execution and monitoring of the Risk Management Plan. The PB Project Management Team has the following responsibilities for project Risk Management:

- Coordinating all risk identification, analysis, and response activities
- Maintaining the project’s risk database
- Maintaining the Top Ten Risk list
- Notifying project management of new risk items
- Reporting risk resolution status to management.

3. Risk Categories

In order to better identify and manage risks, all risks will be categorized. The categories for the PB project will be:

| <i>Category</i> |
|--------------------------------------|
| Organization - Business Support |
| Organization - Distribution |
| Organization - Financial |
| Organization - Organizational Change |
| Organization - Project Dependencies |
| Organization - Staff |
| Organization - Vision & Architecture |
| Project Mgt - Communication |
| Project Mgt - Planning and Control |
| Technical - Application |
| Technical - Data |
| Technical - Desktops |
| Technical - Development |
| Technical - Networks |
| Technical - Servers |

4. Risk Log

The Risk Log will be kept and managed in the PB Project Repository. A template for entering risks will be created and will contain the following information at a minimum:

- Risk Id – A unique number to identify the risk.
- Category – The category, from the above list, that the risk falls into.
- Risk – A description of the risk itself.

- Trigger(s) – Events or actions that would trigger the risk to become an issue.
- Possible Result(s) – Possible impact to the project related specifically to scope, schedule, and budget.
- Impact – Rating of the impact on the project (see below for details).
- Probability – Rating of the likelihood of the risk occurring (see below for details).
- Risk Exposure – A calculation based on Impact and Probability (see below for details).
- Mitigation Plan – The strategy to mitigate the risk during the life of the project.
- Assigned To – The individual responsible for the mitigation action(s).

The Risk Log can be found here:

<http://vitapb.cova.ppc.com:8080/logiinfo/rdPage.aspx?rdreport=TFSRisks>

5. Risk Identification

Risk identification will occur in two steps:

1. The PB Project Management Team will meet at the beginning of the project to review a risk questionnaire (see Section D) and identify project risks. The outcome of this meeting will be a list of project risks that will be monitored and updated throughout the life of the project.
2. A regularly scheduled Risk Review meeting will be held (at least monthly) at the PB Project Management Team Meetings to review any new risks that may have been identified, as well as to review the status of existing risks.

When a risk is identified, it will be entered into the Risk Log (see previous section) with all the required information. Using the workflow in the tool, it will be marked as “Proposed”. Once it has been reviewed in a Risk Review meeting, the status will be updated accordingly and then be monitored per the process flow outlined below.

The top 10 risks, as determined by the “Risk Evaluation and Prioritization” section, will be maintained and used in communications with the Steering Committee and the Project Management Team. A watchlist of low priority and low impact risks will also be maintained.

6. Risk Evaluation and Prioritization

After a risk has been identified and entered into the PB Project Repository, it will be evaluated and, if necessary, research done to fully understand the impact and possible triggers for the risk. If the risk is determined to be valid, it will then be evaluated based on the Impact and Probability. The values and the definitions for these risk levels are:

Impact

| <i>Risk Level</i> | <i>Risk Value</i> | <i>Definition</i> |
|-------------------|-------------------|--|
| Low | 1 | Minimal impact to project progress |
| Medium | 2 | Moderate disruption to project progress; schedule implications |
| High | 3 | Extended disruptions to project progress; cost implications |

Probability

| <i>Risk Level</i> | <i>Risk Value</i> | <i>Definition</i> |
|-------------------|-------------------|---|
| Low | 1 | Unlikely; less than 30% probability |
| Medium | 2 | Probable; 30% - 70% probability |
| High | 3 | Very likely; greater than 70% probability |

To determine the Exposure Risk value and thereby prioritize the risk, the Impact and Probability values will be multiplied. The resulting value will determine the Exposure based on the following chart:

Exposure

| <i>Risk Level</i> | <i>Exposure Value</i> | <i>Recommended Action</i> |
|-------------------|-----------------------|--|
| Low | 1 – 3 | Manage at the Project Team level |
| Medium | 3 – 6 | Notify Project Management Team; Manage at Project Team level |
| High | 6 – 9 | Notify Steering Committee; Manage at Project Management Team level |

The overlap in the Exposure Value as outlined above is done to allow the PB Project Managers discretion for certain scenarios.

7. Risk Mitigation Options

For all risks identified, taking early action to affect the probability and/or impact of a risk occurring on the project will be key to the success of the project. During the evaluation process, each risk will be reviewed to determine what options will work best.

The mitigation actions for each negative risk will fall into one of the following categories:

- Avoid – Modify plans, schedules, budgets, etc., to ensure that the project does not encounter this risk.
- Transfer – Move the risk to a third party.
- Mitigate – Implement efforts to minimize the probability or lessen the impact should the risk become an issue.

The mitigation actions for each positive risk will fall into the following categories:

- Exploit – Ensure that the benefits of the positive risk are realized through assigning additional resources, communicating the added value, etc.
- Share – Share the positive risk with a third party that is best able to assist in utilizing the gained value.
- Enhance – Increase the probability and/or the impact of the positive risk.

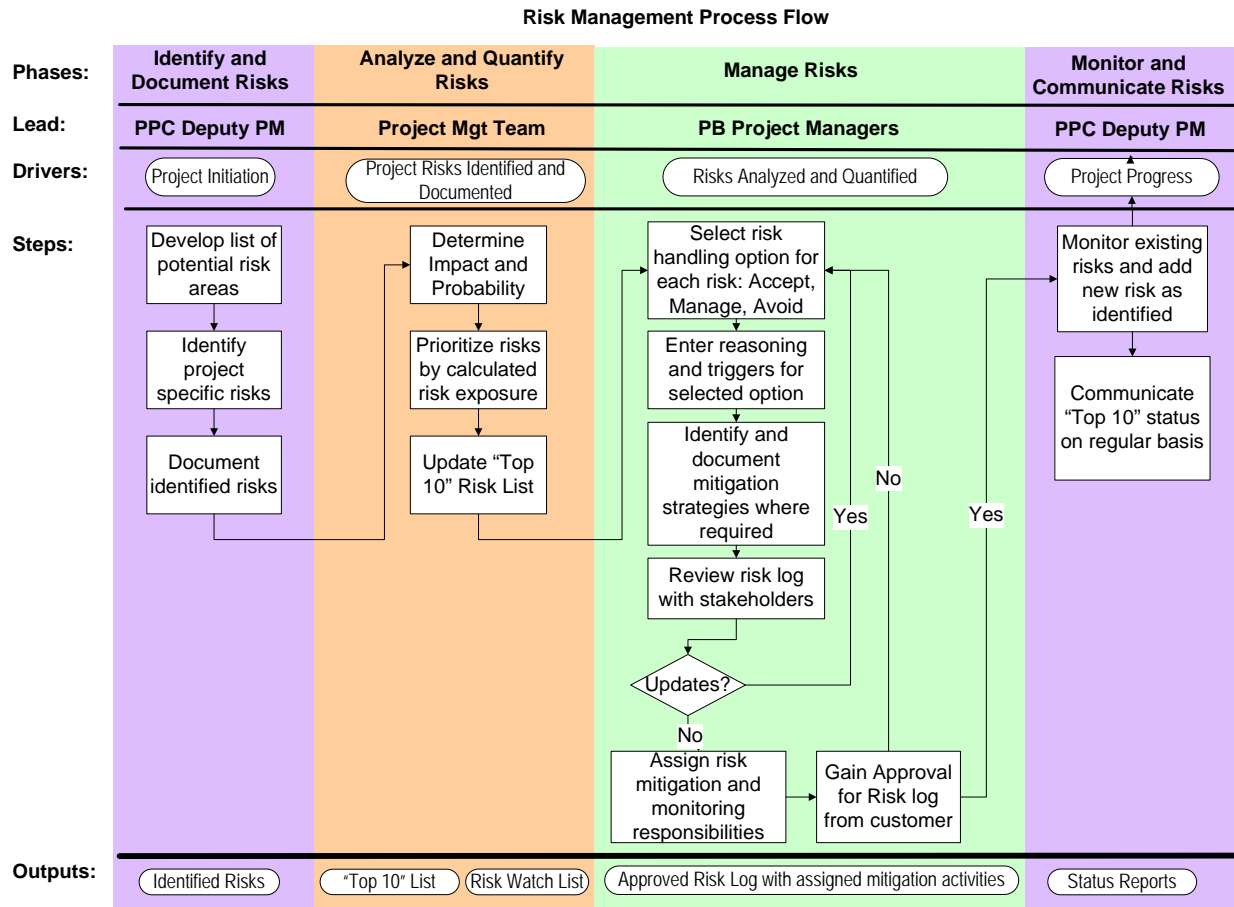
Both positive and negative risks can also be mitigated as “Accept”. It is not always possible to completely mitigate every risk and for such cases the Project Management Team will discuss and document the risk and mark it as “Accept” in the log. This will typically be for risks that have little to no direct impact, or risks that the project cannot control or fully mitigate and must therefore “Accept” so that time can be better spent managing the remaining risks.

Once a mitigation plan for the risk is identified and approved, an individual will be assigned to manage the mitigation plan and report back to the PPC Deputy Project Manager on a regular basis.

During Risk Review meetings, risks with a mitigation plan will be briefly reviewed to verify that the risk has not changed.

8. Risk Management Process Overview

The following chart gives an overview of the Risk Management process flow and how risks will be identified and managed.



C. Issue Management Strategy

When an issue arises, either from a risk that is triggered or from an unforeseen event or activity, the Project Management Team will review the issue and assess the impact to the project. If further details are needed, the PPC Deputy Project Manager will commission a project team member to do an Impact Analysis. The Impact Analysis will be used to determine the actions that will be taken for the issue at hand. Issues will be reviewed at every PB Project Management Team meeting to give status updates and discuss impacts and solutions.

Issues and risks will be tracked, reviewed, evaluated and mitigated using the same process as defined for Risks in section B above. The Issue Log will be kept and managed as part of the PB Project Repository. A template for entering risks will be created and will contain the following information at a minimum:

- Issue – The issue itself
- Assigned To – The individual responsible for the mitigation action(s)
- Priority – The priority/urgency of this issue
- Triage – The state of the triage activity
- Escalate – Does this issue need to be escalated above the Project Management Team
- Analysis – Evaluation of issue and its impact
- Impact – Impact of issue based on Analysis
- Corrective Action – Both the planned and actual action(s) to correct the issue

The Issue Log can be found here:

<http://vitapb.cova.ppc.com:8080/logiinfo/rdPage.aspx?rdreport=TFSIssues>

Should the issue involve any change to scope, schedule or budget for the project, a change request would be entered as defined in the Scope Management Plan and the process outlined there would then be followed. If a change is necessary but does not affect scope, schedule or budget, the process for changing Configuration Items as outlined in the Configuration Management Plan would be followed for any impacted items.

D. Risk Analysis Questionnaire

For the initial review of project risks, the follow questionnaire will be used to help discuss various areas of the project and assist in identifying potential risks.

1. Vision & Architecture

- **Business technology vision defined** - Have the business guidelines that define how information technology will be applied to business opportunities been decided and written down?
- **Business technology vision communicated to all developers** - Has the business technology vision been communicated to all people affected by that vision, including (but not limited to) all information technology developers and key end users?
- **Architecture project team in place** - Has your organization chartered a team of people to establish your application (logical) and technical (physical) architectures?
- **Application architecture defined** - Has your architecture team defined the application architectures that will be used to develop client/server applications in your environment?
- **Technology selection process defined** - Has the process by which technology choices are made been defined in a manner that will ensure the process is applied effectively for the selection of all distributed computing technology throughout the organization?
- **Technology architecture process in use** - Has the technology architecture process been applied successfully to the choice of distributing computing?
- **Distributed data issues identified** - Has the architecture team identified the key issues relating to whether and how you will distribute data?
- **Distributed data access strategy defined** - If you have decided to distribute data, have you determined how replicated data will be kept synchronized?

2. Staff

- **Experienced web/.NET developers** - Does your development team include a reasonable proportion of people who have developed successful client/server applications using similar environments?
- **Common vision and vocabulary** - Have you provided training to all developers, project leaders, managers and involved end users that give them a common vision of and vocabulary for client/server technologies?
- **Training budgeted** - Have you established an adequate training budget?
- **Training scheduled** - Have you included “just-in-time” product- or technology-specific training for every member of the team?

- **Help desk budgeted and staffed** - Does your organization have a trained help desk that will provide support for this application when it is deployed?
- **Experienced consultants identified** - Have you identified, qualified, and retained experienced consultants to help with both planning and development throughout the entire project?

3. Technology—networks

- **LAN in place** - Is a LAN in place at all locations where this application will be deployed?
- **LAN compatible between all locations** - Are all locations using the same LAN protocols and network operating systems?
- **LAN has adequate bandwidth** - Does the LAN have adequate bandwidth to support the anticipated load?
- **WAN in place** - Are the requisite wide area networking links in place?
- **WAN has adequate bandwidth** - Has WAN configuration been based on a capacity plan that takes the proposed application's characteristics into account?
- **WAN capacity overload contingency plan established** - Are there contingency plans to cope with bottlenecks and/or unexpected changes in business location or activity volumes?
- **Wide area network systems management** - Is there an effective wide area network management process in place?
- **Centralized network management** - Is WAN administration centralized? (If LAN is totally managed from a single site, consider Low; if fully distributed, consider High.)
- **Automated WAN support tools** - Are WAN support procedures supported by up-to-date automation?
- **Wide area network support team on board and trained** - Does your organization have a team of people who are trained and dedicated to supporting the enterprise network?
- **WAN support team accessible to developers** - Are these people accessible to your development team to help with any problems that may arise?

4. Technology—servers

- **Server platform(s)** - Have you selected the hardware and operating system for all servers?
- **Standardized server environments** - Are all servers that will participate in this application running on the same hardware, under the same operating system?
- **Servers under configuration management** - Are all of these servers covered by configuration management procedures?

- **Proven components** - Are all of the hardware and software components of your networks and servers current shipping versions (i.e., you are not dependent on beta products or promises of future functionality)?
- **Server database engines selected** - Have you selected a server database engine for use by this application?
- **Single database technology selected** - Have you selected a single database technology vendor? (If you are integrating two different technologies, consider Medium; if more than two different technologies, consider High.)
- **Server database engines experience** - Does your team already have experience using the selected database engine(s) together with the server operating systems?
- **Servers in place** - Are all servers that will be used by this application already in place, configured, programmed, and tested?
- **Network and server platform sharing** - Will the networks and servers be dedicated to the application under assessment?

5. Technology—desktop environments

- **Desktop platform(s)** - Have you selected the hardware, operating systems, and other software that will run on all desktops?
- **Standardized desktop environments** - Are all desktops that will participate in this application using the same general hardware configuration, operating system, and graphical environment?
- **Configuration management procedures** - Are all participating desktops managed by your configuration management procedures?
- **Proven components** - Are all of the hardware and software components of your desktops current shipping versions (i.e., you are not dependent on beta products or promises of future functionality)?
- **Desktops in place** - Does each end user of the system already have a desktop in place that can support the proposed system?
- **Trained end users** - Are users trained in the use of the desktop environment?
- **Trained support staff** - Is your internal support staff in place and trained to support these desktops?
- **Compatible desktops & servers** - Have the desktops and servers that will participate in this application been proven to be compatible with each other?
- **Desktop to server connectivity experience** - Do you have people on staff who have experience in connecting the desktop and server environments?
- **Desktop data access interface(s) selected** - Have you selected a desktop database interface(s) for use by this application?

- **Single data access interface** - Have you selected a single database API for use by all applications? (If two different APIs, consider Medium; if more than two APIs, consider High.)
- **Data access interface provided by DBMS vendor** - Is the data access interface provided by the same vendor as the server database engine?
- **Database engine(s) experience** - Does your team already have experience using the selected database engine(s) together with the desktop and server operating systems?
- **Desktop workstations not shared** - Will the desktop workstations be dedicated to the application under assessment? (Dedicated, consider Low; if application will be dominant, consider Medium; otherwise, consider High.)

6. Development methods, tools and environment

- **Development method selected** - Have you selected a development method for the proposed application? (If you haven't selected a method, or if you intend to use an ad-hoc approach, consider High.)
- **Rapid application development method** - Does the selected development method support iterative requirements definition, design, development, and user interface prototyping?
- **Mature development method** - Is your selected development method mature, with a proven track record for developing distributed client/server GUI applications?
- **Development method experience** - Does your team already have experience using the selected development method?
- **User involvement with development** - Does your development method provide for full time end user involvement at all stages of the development process?
- **User interface development tools selected** - Have you selected the tools that will be used to implement the desktop elements of the applications?
- **Use mainstream graphical user interface** - Will the end user interface utilize a mainstream GUI?
- **Desktop tools support GUI** - Do the selected development tools support the desktop GUI effectively? (For a mature version of any market leader GUI-based toolset, consider Low; for C or C++, consider High. For anything else, consider Medium.)
- **User interface development tools experience** - Does your team already have experience using the selected user interface development tools together with the selected business rules tools, database engines, and desktop and server operating systems?
- **Development tools support for database engine** - Are the development tools closely integrated with the selected database engine(s)?

- **Single development environment proposed** - How many different development environments do you propose to use? (For one, consider Low; for two, consider Medium; for over two, consider High.)
- **Business rules development on desktop** - Will your business rules be implemented using the same tools and language used to develop your graphical user interface? (YES, consider Low; NO, consider High. NOTE: Using the same tools used for your user interface is the simplest method for developing your business rules. However, this solution doesn't scale well for large applications.)
- **Business rules development tools in DBMS** - Will your business rules be implemented as stored procedures and triggers inside your DBMS? (YES, consider Low; NO, consider Medium. NOTE: Implementing business rules as stored procedures and triggers works well for small applications. However, this solution doesn't scale well for large applications.)
- **Business rules in three-tier architecture** - Will business rules be implemented as a separate process executing independently from both the desktop and database? (YES: consider Low; NO, consider High NOTE: Using a three-tier architecture will scale well. However, it is complex to implement and manage.)
- **Business rules execution in three-tier architectures determined** - If you are using a three-tier architecture, have you determined how desktop applications will access and execute business rules? (YES, consider Low; NO, consider High.)
- **Business rules tools experience** - Does your team already have experience using the selected business rules tools together with the selected database engines, desktop, and server operating systems?
- **Application development support tools selected** - Have you selected the supporting tools—including testing, version control, and configuration management—that will be used to build, test, and control your applications?
- **Support tools compatible with configuration management tools** - Are all of the supporting tools compatible with your configuration management and system management tools and procedures?
- **Application development support tools experience** - Does your team already have experience using the selected support tools with the other selected software?
- **Approach to performance engineering established** - Is there a mature process in place for capacity planning and performance engineering that addresses all stages of the design and construction cycle?
- **Performance engineering process supports LAN/WAN** - Does your capacity planning and performance engineering process cover LAN, WAN and server environments?
- **Performance engineering process uses automated tools** - Is your capacity planning and performance engineering process supported by automated tools?

- **Use of performance data by automated tools** - Are the results of operational performance monitoring fed back into your automated tools and models?
- **Performance engineering process covers aggregate work load** - Does your capacity planning and performance engineering approach take into account the aggregate workload arising from other applications sharing the platforms?
- **Performance engineering process measures end-to-end response** - Does your capacity planning and performance engineering process take into account end-to-end response time requirements?

7. Application

- **Availability requirement not critical** - Will your business still be able to operate successfully if this application fails totally? (For normal working day availability with reasonable tolerance for limited down-time, consider Low; for 24 hour cover, 365 days per year, consider High.)
- **Delivery time-scale not critical** - If this application is not completed and operational by a specific target date, will your business remain materially unaffected? (If a specific date must be met, consider High.)
- **Analytical vs. OLTP** - Is this application strictly analytical (read-only)? (If the application also includes operational (OLTP) components, consider Medium–High depending on degree.)
- **Analytical components can be implemented separately** - If the application contains both analytical and OLTP components can the analytical components be implemented as separate projects that will complete before the OLTP project begins? (If analytical applications can be implemented and deployed before more complex OLTP components, consider Low; if all components must be implemented and deployed concurrently, consider High.)
- **Application of limited scope** - Is this application limited in its scope, affecting only a limited area of the business and no other systems? (A system with very limited scope could be implemented on entirely separate server hardware without any need to access other systems.)
- **Complex projects can be broken down** - If the project is large and/or complex, can it be readily broken down into a series of separately deliverable projects, each with a clear business scope?
- **Business process defined and understood** - Are the business processes that are being implemented in this system well understood, well defined, and formally documented?
- **Users agree with process definition** - Are the users of the system in agreement that these processes are well understood?

- **Perceived value added** - Does implementation of this system provide substantial value to the ongoing operation of the organization?
- **Transaction volume low** - Is the volume of transactions low? (A transaction is a set of changes to the database that must occur as a single entity. For example, a customer order with 10 line items would be a single transaction. This metric should measure the total number of transactions of all types that the system must support. For volume of one transaction per second, consider Low; for over 20 TPS, consider High.)
- **Average transaction simple** - Is the average complexity of the transactions low? (A transaction that makes only a single change to a single table is very simple; however, a sales order entry transaction is very complex. This measure should reflect the “average” transaction complexity.)

8. Data characteristics

- **Data models defined** - Are the high-level data entities being used by this application well documented and understood?
- **Data relationships defined** - Are the relationships between data entities and elements well understood and documented?
- **Data rules defined** - Are the rules for valid and default field values and mandatory vs. optional fields defined for each data element?
- **Simple data** - Is the data model on which the databases are based of low complexity? (For ten or less entity types, consider Low; for one-hundred or more entity types or subtypes, consider High.)
- **Data access volumes low** - Does this application require access to less than 1Gb of data? (For over 10Gb, consider High.)
- **Data volatility low** - Does the data change slowly? (For change of less than 5% per day, consider Low; for over 50% per day, consider High.)
- **Dedicated databases** - Are databases used by this application inaccessible to any other application?
- **Low data timeliness requirements** - Is the application not dependent on extremely timely data? (If the data can be current as of a lengthy period such as last month, consider Low; if data can be current as of last night, consider Medium; if the data must be up-to-the-minute; consider High.)

9. Distribution

- **Users at single site** - Will this application serve users at only a single geographic site? (If all users are at a single site, consider Low. If users are at multiple sites, but all sites are physically nearby, consider Medium. If users are distributed at multiple distant sites, consider High.)

- **Small number of users** - Will the number of users be small? (Less than 10, consider Low; over 200, consider High.)
- **Database access volume supported by network** - Will all high volume database access involve only high bandwidth LAN/WAN links?
- **Peak load capacity plan defined** - If high-volume network links are not in place, have you made provisions to cope with peak loads required by your application?
- **Plan deals with server failures** - Does your database access plan take server failure into account?
- **Single data update sources** - Will all updates to each database table occur from a single location? (If a table can be updated by users at multiple locations, consider High.)
- **Data at single site** - Will all data accessed by this application be kept at a single site on a single database server? (If one server at a single site, consider Low; for multiple servers at a single site, consider Medium; for multiple sites, consider High.)
- **Physically partitionable data** - Is the data involved readily partitionable, with portions storable in separate databases, possibly on separate servers? (If data can be partitioned, then only a single copy of the data will exist, but the overall collection of data may be distributed to many servers. If data is easily partitionable, consider Low; otherwise, consider High.)
- **Few database servers** - Are there few servers on a single LAN? (For two servers, consider Low; for a small number of servers on a single LAN, consider Medium, for over ten servers or physically dispersed servers, consider High.)
- **No replication of data** - Will there be a single copy of each database table? (If multiple copies, consider High.)
- **Single database vendor** - Does replicated data exist in database engines provided by a single vendor? (If one database vendor, consider Low; if multiple vendors, consider High.)
- **Data synchronization not critical** - Can each database update be made as soon as possible (i.e., replicated data does not have to be updated in all databases simultaneously)? (YES, consider Low; if updates must be synchronized in real time, consider High.)
- **Experience with replicated data** - Does your development staff have experience developing with systems involving distributed replicated data?

10. Business Support

- **Senior-level sponsors** - Does this application have the support of very senior-level sponsors within the organization? (If this is a “grass roots” application with little or no high-level support, consider High.)
- **Support commitment** - Does the high-level support that exists translate into commitments to spend money and commit resources?

- **End users want the application** - Do the users of this application really want it? (If users are neutral, consider Medium. If users perceive the application as being forced on them, consider High.)
- **End user commitment to the application** - Is end user management ready to commit people full time to the project?
- **End user commitment to a role in the development process** - Are the end users themselves committed to participating in the development of this application?
- **Monitoring of end user involvement** - Is end user involvement monitored as part of the project planning and control process?

11. Financial

- **Project business case** - Does the project have a clearly-identified cost justification with a measurable, quickly-realized return on investment?
- **Validated ROI** - Has the ROI analysis been signed off by the appropriate financial analyst or by management?
- **Project approval status** - Has the budget for project capital, labor, and expenses been approved?
- **Post delivery tracking** - Is there commitment to tracking the business benefits of this application after its implementation?

12. Project Planning and Control

- **Project planned and estimated** - Is there a complete and realistic project plan?
- **Risk identification process** - Does the project plan include a regular and repeating process to identify risks that should be managed?
- **Risk containment strategies** - Are risk containment strategies identified by the risk identification process?
- **Proven estimation model** - Are project estimates based on a proven estimation model that has been calibrated for this environment and toolset?
- **Frequent deliverables** - Does delivery of system components take place at intervals of not more than three months?
- **Funds included for tools, training, equipment, and research** - Are there adequate funds included for tools, training, equipment, and research?
- **Sufficient contingency** - Have you built enough slack into your project plan to manage the risks you have identified?

13. Organizational Change

Our organization...

- Examines external trends, issues and problems confronting it.
- Identifies and discusses actual or potential crises or major opportunities.
- Establishes an increased sense of urgency around needed change.
- Puts together a group with enough power to lead the change.
- Gets the group to work together effectively as a team.
- Creates a vision and strategy to help guide the change effort.
- Has the leadership team role-model the behavior expected of employees.
- Eliminates obstacles to the planned change.
- Modifies systems or structures that undermine the change vision.
- Encourages reasonable risk-taking and non-traditional ideas and actions.
- Focuses on results rather than activities.
- Plans for visible short-term improvements in performance (quick “wins”).
- Visibly recognizes and rewards people who make the wins possible.
- Monitors and adjusts strategies in response to problems in the change process.
- Aligns all policies, systems, structures and practices to fit each other and the change vision.
- Hires, promotes and develops people who can implement the change vision.
- Reinvigorates the change process through new projects, themes and change agents.
- Articulates the connection between new behaviors and organizational success.
- Creates processes to ensure leadership development and succession.