

Board Meeting Minutes

Virginia Alcoholic Beverage Control Authority Board Meeting

ABC Headquarters – November 18, 2021 – 9:00am

Call Meeting to Order

Authority Board Chair Maria J.K. Everett called the Board Meeting to order at 9:10 am.

Attendance

Board Chair Maria Everett
Board Vice-Chair Beth Hungate-Noland
Board Member Mark Rubin
Board Member Greg Holland
Board Member William Euille (arrived late)
Chief Executive Officer, Travis Hill
Chief Government Affairs Officer, John Daniel
Chief Communications and Research Officer, Eddie Wirt
Chief Information Officer, Paul Williams
Chief of Law Enforcement, Tom Kirby
Chief Retail Operations Officer, Mark Dunham
Chief Transformation Officer, Elizabeth Chu
Director of Education and Prevention, Katie Crumble
Director of Finance, Doug Robinson
Assistant Director of Budgeting and Forecasting, Ralph Addei
Senior Legal Counsel, LaTonya Hucks-Watkins
Attorney General's Office Representative, James Flaherty,
Executive Assistant, Kathleen LaMotte

Approval of Minutes

Board Member Rubin moved to approve the minutes from the October 5, 2021, Board meeting as presented. Board Vice-Chair Hungate-Noland seconded the motion and with all in agreement, the minutes were approved as amended through a roll-call vote of 4 – 0.

Approve VHESUAC and VOSAP Annual Reports

- Katie Crumble discussed the two reports sent to the Board. Board Member Holland moved and Board Member Rubin seconded, subject to any edits submitted to Ms. Crumble by November 23. Approved on a roll-call vote of 4 – 0.

Approve recommendations of Real Estate Committee (REC)

- Board Vice-Chair Hungate-Noland moved to accept the REC's recommendations for two relocations, store 213 (Hardy) and store 370 (Virginia Beach), and seven expansions, store 083 (Fairfax), store 101 (Richmond), store 111 (Fairfax), store 276 (Danville), store 291 (Martinsville), store 355 (Chesapeake), and the Lynchburg Enforcement Office. Board Member Rubin seconded the motion, and the Board adopted the recommendations of the REC on a roll-call vote 4 – 0.
- Mr. Hill advised that the Office of the Attorney General (OAG) office has not been able to review leases for the Authority, and ABC will bring on outside counsel in order to get the leases executed more quickly.

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Director Report:

Katie Crumble, Director of Education and Prevention, reported that:

- The Board was provided the schedule for next January – June for the non-profit organizations who applied for an opportunity to solicit in front of ABC Stores.
- An update to the Virginia Commission on Youth on VHESUAC was a success. The Commission asked how to boost support from colleges, the recommendations formulated by Commission staff are listed on page 30 of the Board's materials. Recommendations were submitted for public comment, but none were received. Recommendations 1, 2 and 3 were approved, therefore during the next General Assembly session a budget request will be submitted by the Commission on Youth for one-time funds for VHESUAC to grant money for campus-wide initiatives listed in VHESUAC's strategic plan.

Mr. Rubin asked if ABC's plans included discussion surrounding the prevention of suicides due to substance abuse. Ms. Crumble responded that many stakeholders that work with ABC on campuses are also responsible for mental health on campuses. She will check to see if these numbers are increasing at the college level. Ms. Crumble will make sure this topic is discussed at the January VHESUAC meeting.

- Mr. Hill commended Ms. Crumble and her team for their work and working with the workgroup and committees. While ABC will not regulate cannabis, we are seen as an entity that could be helpful to these efforts and Ms. Crumble has been involved with discussions.
- VHESUAC and VOSAP Reports are due to Legislative Services in December, the Board was encouraged to email Katie Crumble by November 23 with any edits or suggestions they may have.

Chief Reports:

Tom Kirby, Chief of Law Enforcement, reported that:

- A presentation regarding Virginia ABC's Licensing System (VAL) update is attached to these minutes as Appendix A.
- Virginia ABC was represented well at the recent National Liquor Law Enforcement Association (NLLEA) Conference. Assistant Special Agent in Charge Dawn Hanks and Special Agent in Charge Anthony Jimenez presented on how the Virginia ABC conducts public safety investigations and Senior Special Agent John O'Connell and Special Agent in Charge Marc Haalman presented on Direct to Consumer Shipping. Many other states asked for copies of presentations to replicate training for their own agencies.

Doug Robinson for CAO Jerome Fowlkes reported that:

- Mr. Robinson reviewed highlights for the Financial results through September YTD provided in the Board's Book.
- October's numbers are not finalized, but profits are still favorable year-to-date through October.
- Ralph Addei, Assistant Director of Budgeting and Forecasting reviewed the FY22 – 27 GACRE Forecast previously provided to Board

Board Member Rubin voiced concerned of threat of legal cannabis as a trend that may impact sales at ABC, and wished to ensure that is a consideration for future forecasting. Mr. Hill discussed prior conversations with representative from Oregon, which is a control state that has legalized cannabis, about what to expect.

Paul Williams, Chief Information Officer, reported that:

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- This is the first month that we didn't make 99.9% uptime or better on the ABC network and Hosting.
- VITA network outage caused about eight hours of downtime, and changes in warehouse and adjustments to business flows impacted operations there. The warehouse has about 40 bugs remaining to resolve.
- The last computer server was moved off of the COVA network on Wednesday, this will significantly reduce warehouse cost of operations. The final move off the network is in Hampton Roads, this will be the last business node on the VITA network.
- A lot of the IT team is taking their PTO, and there are quite a few vacancies and turnover pressure, this may get worse at year-end.

John Daniel, Government Affairs Officer, reported that:

- The Hearings Department has instituted new notice forms approved by the Board in October. The numbers of hearings held has been reduced, the Legal Liaisons group are doing well in creating settlements and reducing the cases that proceed to a hearing.
- The Sadler skill games litigation will have a preliminary injunction hearing in Greenville County Circuit Court in early December. Gourmeltz has filed an appeal with a Declarative Action and APA matter, the OAG's office is trying to bifurcate this matter.
- The Virginia Spirits Board will introduce legislation trying to fund their marketing and promotion efforts similar to the wine board
- ABC has reviewed modifications of Casino legislation to allow 24/7 service of alcohol and allow giveaways of alcohol in casinos.
- Further information will be coming regarding vintage and designer bottles. The Legal Liaison will likely draft a circular, and legislative efforts to better define how these bottles may be sold or auctioned may be forthcoming.
- The Cocktails to Go report was submitted timely. The report suggested a two-year extension to collect data on third party delivery entities compliance.

Director Report:

Director of HR, John Singleton and Assistant Director of HR, Candice Frost reported that:

- Mr. Singleton and Ms. Frost shared a presentation regarding the recent Compensation and Classification Review, attached to these minutes as Appendix B
- Communication to employees has begun regarding their individual paths and compensation. The Board reviewed a sample of a letter and FAQ created with the communication team and reviewed the efforts to prepare managers and leaders about how to present the information to their employees.
- Each position is now mapped to a new paygrade and title, managers asked to communicate changes to employees no later than December 1.

Mr. Hill shared that this project is a departure for the organization to make this kind of investment and thanked the Board for their support of this spend for the Authority. Many positions were not close to market value, and it made it difficult to hire and retain talent.

Chief Reports:

Mark Dunham, Chief Retail Operations Officer, reported that:

- Feedback from his team has been very complimentary of the new compensation plan.

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- Through November 6, year-over-year retail sales are up 4.7% or \$21.4M compared to last year or 1.5% above plan. FY sales to date total \$475,793,426.
- Out of stock (OOS) continue to be an issue but showing some improvement as of last week.
- There are now 45 ABC Stores available for On Demand same day delivery with Door Dash. Schedule is to roll out to 285 stores in markets served by Door Dash by December 16.
- The New Distribution Center has been shipping roughly 25,000 cases daily. Warehouse operations have stabilized but the Authority is still working through operational issues with software, process, equipment training and work schedules.
- A new warehouse manager will start November 29.
- The Store of the Future's remodel has been completed, fixtures are installed, and should be opening shortly after Thanksgiving.
- DGS-DEB has approved the fire suppression system for the new Distribution Center, Chris Porras to ensure we can get Certificate of Occupancy.

Elizabeth Chu, Chief Transformation Officer, reported that:

- Ms. Chu shared a presentation, attached to these minutes as Appendix C regarding the structure of the Transformation and priorities for future efforts.

Travis Hill:

- Eddie Wirt's last day last Friday, shared Press Release and FOIA information
- Nothing of note on the leases signed
- Interview with WRVA on decision to not do Black Friday Sale
- Summary Suspension in late October at Allure, double homicide in parking lot of licensed location. Order issued, matter was settled with restrictions in place for continued operation.
- Vaccination reporting and testing – ABC workforce is about 77% vaccinated, mandatory testing started yesterday, unvaccinated individuals must test weekly, managers are trained in administration and reporting. Working with vendors to ensure their employees that come on site are tested weekly.
- Numbers continue to trend in the right direction to return to the office, starting at least once a week in January
- Distillery Stores – direct shipping for distilleries was allowed during COVID, they wanted to maintain it. Distillery Stores now need to take their product to ABC stores to be shipped, there is an effort underway to ensure there is capability to ship from ABC stores, it is being worked on to ship all from the ABC Distribution Center

Moved Into Closed Session

At 12:30 pm., Board Chair Everett moved that the Board enter closed session pursuant to 2.2-37.11(A)(1) concerning CEO Compensation and performance of C-Suite member and recommendations of CEO, 2.2-37.11(A)(7) concerning active litigation related to a board appeal hearing and 2.2-37.11(A)(8) to receive legal advice from counsel concerning the above. Board Member Holland seconded and the motion passed 5 – 0 on a roll-call vote. Attending the closed session in full were Maria Everett, Beth Hungate-Noland, Mark Rubin, Greg

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Holland, and William Euille. In attendance regarding the litigation and legal advice were also James Flaherty, Travis Hill, outside counsel, and John Daniel.

Certification for Closed Sessions

Upon the Board's return from Closed session at 3:30 pm, Vice-Chair Everett moved to certify that to the best of her knowledge nothing was discussed in the closed sessions but legal advice pursuant to 2.2-37.11(A)(1)(7)(8), and only public business matters lawfully exempted from open meeting requirements was discussed. Board Member Euille seconded; the motion passed on a roll-call vote of 5 - 0.

Vice Chair Hungate-Noland moved to approve the compensation adjustments for the C-Suite as recommended by Mr. Hill and adjusted. Board Member Holland seconded the motion and it was approved on a roll-call vote of 5 – 0.

Vice Chair Hungate-Noland moved to approve a 5% bonus for Travis Hill, Board Member Rubin seconded, and the motion carried on a roll call vote of 5 – 0.

Old Business

None

Comments from Board

Chair reminded of Upcoming Dates:

December 14 – Board Meeting

January 11 – Board Meeting

Public Comments

None

Meeting Adjournment

At 3:34 pm, with no further business, Chair Maria Everett adjourned the meeting.



VAL - Licensee Enablement and Adoption

Appendix A



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A focus on Licensee adoption will enable VA ABC to move to the new VAL system more effectively and efficiently.

Situation: ABC has been on a 5 year journey to implement a more modernized licensing system. Part of that journey included significant license reforms that are slated to go into effect January 2022. Both the reform and the licensing tool is a significant change for licensees, as such there needs to be greater focus on the enablement and adoption for the licensee community.

Our objectives

1

Engage key stakeholders (Super Users) in UAT to provide feedback, foster transparency and encourage buy-in.

2

Develop a detailed communication plan that targets Licensee community, with the objective to share information about the benefits of the new system and reforms.

3

Develop and roll out training through different channels to equip Licensees with the information to access and utilize the new system.

4

Provide a comprehensive customer support plan that serves licensees.

VAL Update

Phase	Status	Impacted Groups	Risks/Dependencies	Timeframe
Soft Launch	On Track	Internal <ul style="list-style-type: none"> • License Techs: High Impact • Special Agents: High Impact • Finance: Medium Impact • Sales Audit: Medium Impact • Hearings: Low Impact External <ul style="list-style-type: none"> • Banquet Licensees: Medium Impact 	<ul style="list-style-type: none"> • Majority of licensees will continue to utilize existing paper process to apply/renew until they are onboarded to VAL • Customer support process outlined 	January 3, 2022
Enablement	Planning	All Licensees	<ul style="list-style-type: none"> • Resource constraints (Need dedicated Change Management Resource) • Accela Contract in place to continue hyper support • Customer Support 	Target for first onboarding in March 2022



APPENDIX



What's Needed to accomplish Phase III

- Need to hire a contract resource to execute the Change Management for the Licensee community. (approx. \$130,000)
- Need to work with Communications to create online training videos
- Need to work with Education to create online training classes
- Need to work with IT to put in place a robust help desk to assist in the customer service experience of the licensee community.



Phase III Licensee Enablement: External Launch

- Objective: To communicate and train licensees on VAL to move 80% of licensees off paper (CORE) by 2023
- Activities needed
 - Case for Change (Licensee Viewpoint)
 - Licensee UAT
 - UAT Training
 - Testing schedule
 - Feedback model
 - Communication Plan
 - Communication artifacts
 - Regional Roadshows
 - Training Plan
 - Training videos (will need to work with Communications and L&D to create these videos)
 - Training classes
 - Training documentation
 - Customer Support
 - Help Desk staffing model



Board Update: Compensation & Classification

John Singleton-Director, HR

Candace Frost, Assistant Director, HR

11.18.21

Appendix B



Multiple workstreams were running to achieve the Compensation & Classification rollout

- The classification study required us to develop multiple workstreams in order to accomplish this rollout in less than 90 days:
 - Data: Collection, research and verification
 - Communications: Written FAQ's, Video with highlights of the study
 - Development: Compensation statements, Updated job descriptions
 - Technology: Use of live texting features for meeting questions and feedback
 - IT: Prepare final updates for integration of new information into HRIS systems
 - Training: Develop training content; Train leaders and recommended approach
 - Finance: Prepare estimates of spend
 - Recruiting: Prepare team for transition to new pay bands, budget process

We plan today to dive a bit deeper into the processes and samples of the study



We first discussed the role leadership plays in a successful change...

- This project touched every position in the organization to some degree.
- Leaders are ESSENTIAL in making this change go well
- Leading through change requires us to pull from strengths our communication competency: listening, reframing, empathy
- We coached managers on walking associates through a change in at least one of the following areas:
 - Career level
 - Job title
 - Job description
 - Pay grade and Salary range
 - Compensation adjustments-Pay reductions are not part of this project
- Research shows that associates want to hear changes from their direct manager. In order to achieve that we need to get more details to you today.



Pay Grade, Salary range and Job Title changes

Remember we are mapping roles against market conditions. Markets fluctuant with changes in needs, identification of essential roles, competition for certain skills and changes in the workforce(remote opportunities for example).

Role: 99999
Job Family: Financial Management Services
Job Sub Family: Sales
Current Title: Sales Specialist
Recommended Title: Sales Analyst
New Career level: P2
New Pay Grade: SW7
New Salary range Min-Mid-Max: \$47,000-\$61,000-\$75,200

- This role has a new title.
- Has been assigned career level Professional 2.
- Has a paygrade of SW7: Meaning statewide grade 7
- And has established salary range with a midpoint of \$61,000



Once we had the ranges, how did we price roles?



- We aimed to price roles competitively within the talent market-near the 50th percentile
- Someone with 4-5 years of experience(includes non-ABC) meeting the market zone definition should fall near the midpoint
- Some associates with lower experience or still developing in some areas of responsibility could fall in line at the developing zone or lower in the market zone
- We need a universal performance system in place to utilize this full range of pricing and fully calibrate an exceeding expectations rating



Managers received a personalized compensation summary to share with each employee

- Here is a sample of the compensation statements being prepared for each associate.

Virginia Alcoholic Beverage Control Authority
 Chief Executive Officer
 Travis G. Hill

Chair
 Maria J. K. Everett
 Vice Chair
 Beth G. Hungate-Noland
 Board of Directors
 William D. Eulie
 Gregory F. Holland
 Mark E. Rubin

ABC Teammates,

Thank you for patiently awaiting one of many important strategic changes the ABC authority is making to align roles to a better market position in both pay and titling. We've spent hundreds of hours over the past year organizing our new structure. I encourage you to take a look at the FAQ's to get a fuller review of how we arrived at these updates.

Our primary focus in this effort was to better organize ABC's roles to reflect assigned responsibilities and how those responsibilities are valued in the market. In doing so, we are seeking to both create clarity in job responsibilities and career progression as well as paying competitive to market. Individual performance, contributions and tenure had limited to no impact on the changes to either the pay band or the final compensation number. Going forward, it is our intent to build upon this process so that in the future we can recognize individual performance and merit when it comes to our talent management program.

Thanks for being a part of this team and leaning to all the great things we have ahead!

All the best,

Travis G. Hill
 Chief Executive Officer, Virginia ABC

Compensation & Classification changes: Year End 2021	
First Name	Last Name
State ID:	00450661300
Division:	Communications
Career Level:	O2
Working Job Title:	Communications Assistant
Salary Grade:	SW2
Minimum – Maximum of salary grade:	\$24,200 - \$43,600
Current hourly pay rate:	\$20.00
New hourly pay rate:	\$20.00
New annualized FT salary (if applicable):	\$41,600



A FAQ with highlight video was also attached

- Here's a sample of our FAQ statement that accompanies the new compensation statements.

Classification & Compensation Project Highlights and FAQ's November 2021

NEW! Confidential option to text questions or feedback to the compensation team. Include your name if you'd like a personal response: (866) 499-3063.

If you'd like to jump right in with a video summarizing how we made these changes scan this QR code with the camera app on your phone:



Prefer to read? Details below...

Why did we do this study?

ABC declared a strategic imperative is to invest in employees and getting compensation aligned was a top priority for 2021. We used Mercer, a global consulting company, to perform the Compensation Study for ABC.

What items are changing?

The project team reviewed the duties, scope, responsibilities, education, certifications, budgets and general requirements of each role identified. They then aligned the mixture of those items to appropriate job titles, career levels, pay grades and salaries to coincide with today's market expectations. You may see updates in all, or some, of those categories. ****Effective dates are scheduled for 12/10/21 and 12/17/21.**



Workstreams as of 11.18.21

- The classification study required us to develop multiple workstreams in order to accomplish this rollout in less than 90 days:
 - ✓ Completed- Data: Collection, research and verification
 - ✓ Completed- Communications: Written FAQ's, Video with highlights of the study
 - ✓ Completed- Development: Compensation statements, Updated job descriptions
 - ✓ Completed- Technology: Use of live texting features for meeting questions and feedback
 - IT: Prepare final updates for integration of new information into HRIS systems
 - ✓ Completed- Training: Develop training content; Train leaders and recommended approach
 - ✓ Completed- Finance- Prepare estimates of spend
 - ✓ Completed Recruiting- Prepare team for transition to new pay bands, budget process

Project is on target to meet all timing and budget requirements.



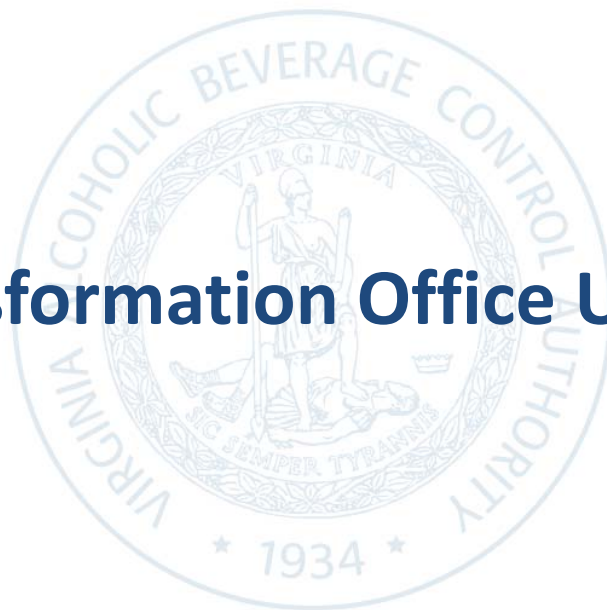
Questions



Please let us know if you have any questions



Transformation Office Update



Appendix C



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Transformation Office Background and Structure

The Transformation office encompasses three main functions and will also oversee the Project Advisory Committee. The objective of the Transformation Office is to provide a repeatable and action oriented framework for each of the enabling functions. Project management and change management is primarily focused on executing and enforcing the governance structure by which transformation occurs. The Diversity, Equity and Inclusion office’s primary objective is to build out the discipline of integrating DEI best practices throughout the organization. The Project Advisory Committee’s main objective is to ensure that projects and programs are aligned to organizational goals and strategic objectives.



PMO Background and Immediate Priorities

The PMO was formally created in 2016 within the IT function. The initial objective was for project managers to assist in managing all Authority projects to completion. However, the function itself has expanded as the number and complexity of those projects have increased within the last 5 years. There is an opportunity to provide more structure and consistency across the PMO.



Immediate Priorities	Inputs Needed	Proposed Path	Status
1. Utilize PMO best practices for capabilities, tools and operating models	<ul style="list-style-type: none"> Maturity Assessment 	Contract outside vendor to provide assessment and recommendations	Gartner - Ongoing
2. Provide a comprehensive and clear career path for employees within the PMO	<ul style="list-style-type: none"> Org Structure, Roles and Responsibilities Defined 	Formalized job hierarchy and clearly defined roles and responsibilities	In Progress
3. Ensure consistency in project management lifecycle from ideation to execution	<ul style="list-style-type: none"> Governance Framework 	Develop governance framework that includes key functions such as (PAC process, procurement etc..)	In Progress



CMO (BTO) Background and Immediate Priorities

The BTO was formally created in 2019. The initial objective was for the BTO to develop an OCM framework and begin integrating change management activities with other key elements within a project plan.



Immediate Priorities	Inputs Needed	Proposed Path	Status
1. Clear roles and responsibilities for Change Managers on projects	<ul style="list-style-type: none"> Change Estimator Project Interaction model Communication and L&D inputs 	Develop roles and responsibilities for Change practitioners. Outline interaction model and begin utilizing change estimator	In Progress
2. ABC Change Framework Toolkit	<ul style="list-style-type: none"> Templates and Tools Change management methodology Change Toolkit 	Develop ABC Change Framework along with associated tools and templates to equip enterprise with better support for change efforts	Not Started
3. Implement ABC Change Framework across the Enterprise	<ul style="list-style-type: none"> Level 1 training needed for Change Managers Repository for Change Management tools and templates 	Outline approach for upskilling the organization on ABC change framework and associated tools and templates.	Not Started



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DEI Background and Immediate Priorities

The DEI office is in the process of being stood up. ABC contracted Avent Diversity Consulting to conduct a needs assessment and build training and development for the organization. In addition, to education and training Avent Consulting also facilitated the build out of the ONE Virginia plan in accordance with House Bill 1993.



Immediate Priorities	Artifacts Required	Proposed Path	Status
1. Belonging and Inclusion Survey Development and Communications	<ul style="list-style-type: none"> Belonging and Inclusion Survey questions Communication plan and timeline 	Partner with Avent Consulting to develop communications narrative that sets up Belonging and Inclusion survey for ABC	In Progress
2. Set up DEI Advisory Council	<ul style="list-style-type: none"> Participants Roles and Responsibilities Mission, Vision Outlined 	Agree upon participants, roles and responsibilities and mission of DEI Advisory council.	Not Started
3. Employee Relations	<ul style="list-style-type: none"> ERG Structure Warehouse Needs Assessment 	Develop ERG structure and identify Women's ERG Lead. Outline Roles and responsibilities and interaction model with HR Employee Relations. Conduct needs assessment for Warehouse employees to determine highest priority actions.	Not Started
4. Onboarding and performance management	<ul style="list-style-type: none"> Implicit Bias Training Interview Skills training 	Ensure anyone who participates in the interview and onboarding session participates in implicit bias and interview training.	Not Started
5. Hire DEI Director	<ul style="list-style-type: none"> Job Description 	Develop DEI job description along with roles and responsibilities and begin hiring process	In Progress



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PAC Background and Immediate Priorities

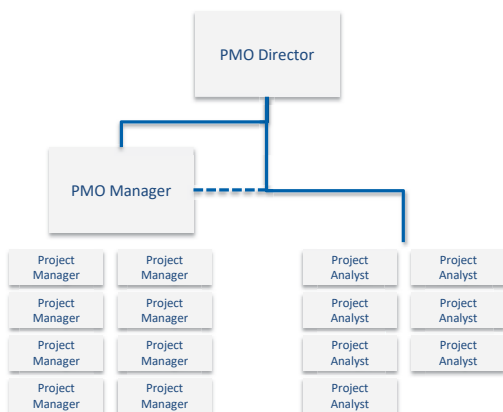
The PAC was stood up at ABC to implement more cohesive standards by which projects and programs were approved. Prior to the PAC the PSC (Project Steering Committee) was the vehicle by which projects were approved and discussed. Since the inception of the PAC there is a need to more clearly define the mission and responsibilities of this committee to enable greater effectiveness.

Immediate Priorities	Artifacts Required	Proposed Path	Status
1. Align organization and C-suite on PAC Mission and Responsibilities	<ul style="list-style-type: none"> Mission statement Roles and responsibilities outlined 	Develop PAC charter to include mission and roles and responsibilities of each member as well as interaction model with C-suite.	Not started
2. Clearly define PAC Process and Purpose	<ul style="list-style-type: none"> Allocation alignment Prioritization criteria Budget expectations 	Clearly define both the purpose as well as process steps for PAC. Ideation through to execution. All components must be accounted for.	Not Started
3. Build more transparency through accurate reporting	<ul style="list-style-type: none"> PAC Dashboard Inputs/outputs from Form 1 and 2 	Develop dashboards and easily digestible reports for the organization to enable more cross functional collaboration and integration.	In Progress



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Proposed Organizational Structure

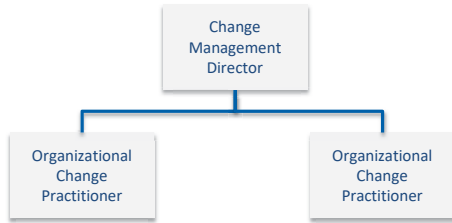


Role	Primary Responsibilities
PMO Director	Responsible for the strategic direction of the PMO and ensuring that the division stays aligned with the prioritized objectives for the organization <ul style="list-style-type: none"> - Collaborate with other department leaders to define, prioritize, and develop projects (PAC process) - Ensure strategic initiatives are prioritized and delivered successfully - Providing COE program and project delivery methodologies; processes and tools - Provides enterprise wide best practice approaches in areas such as governance, resourcing, risk management and planning - Participate in prioritizing initiatives based on strategic objectives - Manage progress of initiatives at portfolio level - Provide financial reports and budget outlines to Executives
PMO Manager	Responsible for the day-to-day governance of the PMO project managers and ensuring that project management best practices are adhered to. <ul style="list-style-type: none"> - Ensure project management governance is adhered to - Manage project manager and project analyst resource allocation - Train PMs on tools and processes - Liaison with BSAs to utilize and customize JIRA - Collaborate with Procurement to ensure vendor contracts are clear and substantive
Project Manager	Responsible for all aspects of project management, monitoring and delivery, as well as developing and maintaining effective relationships with project sponsors and all stakeholders <ul style="list-style-type: none"> - Project tracking and monitoring - Accurately documenting the project's creation, development, and execution as well as documenting the project's scope, budget, and justification - Documenting and monitoring project risks and issues - Manage and report on project budget and finances - Responsible for the successful delivery of a project
Project Analyst	Responsible for the assistance of all project delivery, application support, and process optimization <ul style="list-style-type: none"> - Assists in identifying opportunities to reengineer project and business processes - Integrates with business analyst to ensure clearly defined business requirements - Assists with project planning, analyzing business requirements, and testing plans - Integrates with business analyst to ensure clearly defined post project support plans



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Proposed Organizational Structure



Role	Primary Responsibilities
Organizational Change Management Director	<p>Accountable for all aspects organizational change management. Responsible for key partner relationships such as IT, Finance, HR and Procurement. This includes the direct management of dedicated change management resources.</p> <ul style="list-style-type: none"> - Responsible for the adoption of enterprise wide strategy - Support the change management COE with developing and refining activities that elevate the capability - (i.e. developing change networks - practitioner community of practice, key processes and learning etc. - Ensure change practitioners have the competency and capabilities to consistently deliver change activities across projects to increase business adoption. - Manage change adoption and proficiency in compliance with regulations and processes. - Lead change strategy development for high-impact, transformational-culture change projects and programs.
Organizational Change Practitioner	<p>Responsible for all aspects of change management on a project, monitoring and delivery, as well as developing and maintaining effective relationships with project sponsors and all stakeholders</p> <ul style="list-style-type: none"> - Develop and execute holistic change strategies for complex transformation initiatives - Build and facilitate stakeholder relationships to partner in the development and execution of change strategies - Drive cross-functional stakeholder alignment, engagement and buy-in - Conduct change readiness and impact assessments, sponsor assessments, and stakeholder interviews to identify adoption barriers, needs, and gaps that inform change strategies - Define appropriate and dynamic communication strategies and manage the execution of communication plans including the creation of communication collateral - Define relevant engagement strategies and manage the execution of engagement plans including the creation of engagement collateral - Define appropriate training strategies and manage the execution of training plans - Develop end-user training documentation (training presentations, user guides, tip sheets) - Lead training sessions for a variety of audiences including Train the Trainer and End User Training via a virtual meeting platform and in person as needed

