AHCA Florida Health Care Connections (FX)

PD-14b Operations and Maintenance Manual

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SECTION 1 INTRODUCTION

1.1 BACKGROUND

The Florida Agency for Health Care Administration (AHCA) or Agency is adapting to the changing landscape of healthcare administration and increased use of the Centers for Medicare and Medicaid Services (CMS) Medicaid Information Technology Architecture (MITA) to improve the administration and operation of the Florida Medicaid Enterprise. The current Florida Medicaid Enterprise is complex; it includes services, business processes, data management and processes, technical processes within the Agency, and interconnections and touchpoints with systems necessary for the administration of the Florida Medicaid program that reside outside the Agency. The future of the Florida Medicaid Enterprise integration is to allow the Agency to secure services that can interoperate and communicate without relying on a common platform or technology.

The Florida Medicaid Management Information System (FMMIS) has historically been the central system within the Florida Medicaid Enterprise, functioning as the single, integrated system for claims processing and information retrieval. As the Medicaid program has grown more complex, the systems needed to support the Florida Medicaid Enterprise have grown in number and complexity.

The Medicaid Enterprise System (MES) Procurement Project was renamed Florida Health Care Connections (FX) in the summer of 2018. FX is a multi-year transformation to modernize the current Medicaid technology using a modular approach while simultaneously improving overall Agency functionality and building better connections to other data sources and programs.

1.2 PURPOSE

The UOC Vendor shall provide to the Agency and maintain an Operation and Maintenance (O&M) Manual (PD-14), which details how the UOC Vendor will plan, operate, and maintain the UOC solution in compliance with performance standards agreed to by the Agency and UOC Vendor. The manual shall include the plan and details for architecture/hosting operations; monitoring daily operations performance; performing routine maintenance; maintaining user, training, and system documentation; online help approach and documentation; configuration and change management; approach to system changes, enhancements, data corrections and other new requirements; archiving requirements, tasks, timelines, and responsible parties for design and configure/build tasks; reporting status against relevant Service Level Metrics (SLMs); and schedule of major and minor releases. The report name, source, type of report, and audience of O&M reports will be approved by the Agency.

1.3 SCOPE STATEMENT

The PD-14 deliverable, Operations and Maintenance Manual Document, provides Standard Operating Procedures (SOPs), Technical Runbooks, and User Manuals required for the day-to-

day Operations in delivering business services to both internal and external FX stakeholders as part of the Unified Operations Center (UOC) solution.

1.4 Goals and Objectives

Goal #1 – The PD-14: Operations and Maintenance Manual Document is to provide a comprehensive understanding of the approaches, tools, and processes that comprise the production operations requirements of the FX (Florida Health Care Connections) UOC solution, ensuring optimal performance while aiming to improve the overall customer experience.

Objective #1 – Standardize Procedures – Establish consistency and well-defined processes for all operations and maintenance tasks.

Objective #2 – Optimize Performance – Improving the efficiency of how FX UOC delivers business services to the FX community. Guide front-end users on how to operate and maintain tools and systems as part of our contact center solution.

Objective #3 – Ensure Compliance – Ensure all operations and maintenance activities comply with relevant Agency regulations and industry standards.

Objective #4 – Support Training & Onboarding – Serves as a valuable resource for training new personnel and for project managers in onboarding new assets.

1.5 Referenced Documents

The PD-14: Operations and Maintenance Manual Document meets the criteria set forth in:

- Contract EXD106 (UOCI)
- PD-1: Resource Management Plan (UOCI)
- PD-2: Project Schedule (UOCI)
- PD-3: High-Level Technical Design (UOCI)
- PD-4a: System Security Plan (UOCI)
- PD-4b: System Security Plan (UOCI)PD-7a: Requirements Traceability Matrix (UOCI)PD-7b-1: Requirements Traceability Matrix (UOCI)
- PD-8a: System Design (UOCI)
- PD-8b-1: System Design (UOCI)
- PD-10a: Contingency Plan (for Disaster Recovery and Business Continuity) (UOCI)
- PD-10b: Contingency Plan (for Disaster Recovery and Business Continuity) (UOCI)
- NIST SP 800-61 Revision 2: Computer Security Incident Handling Guide
- ISO/IEC 27035: Information Security Incident Management
- SANS Institute: Incident Handler's Handbook

1.6 DEPENDENCIES

- The UOC must be appropriately staffed to effectively operate as a business area within the FX aligned with our FX UOC Operational Model.
- All impacted stakeholders, as part of the FX Service Desk contact center solution, will familiarize themselves with all standard operating procedures (SOPs) outlined within this manual to effectively operate as the UOC.

1.7 ASSUMPTIONS

The PD-14: Operations and Maintenance Manual Document has been drafted with the following assumptions:

- The following Service Level Metrics apply to the FX Enterprise Foundation Release:
  - SLM-T001 Application Availability
  - SLM-T004 DR RTO (Recovery Time Objective)
  - SLM-T005 DR RPO (Recovery Point Objective)
  - SLM-T006 System Response Time
  - SLM-T007 Security Incident Report
  - SLM-T008 Security Vulnerability Scans
- Effective communication channels will be actively employed to ensure seamless collaboration.

1.8 CONSTRAINTS

The deliverable PD-14: Operations and Maintenance Manual has been drafted with the following constraints throughout the course of implementation.

- Dependencies on external factors, such as third-party vendors and/or systems, can have an impact on Service Level Agreements (SLAs), such as ticket resolution that is handled by the AHCA IT helpdesk and/or ServiceNow is logged within the UOC system, although. All tickets entered into FX SD, regardless of whether they are transferred to AHCA IT or FX Help Desk (ServiceNow), affect our SLMs.
- Uncontrolled changes and appreciation of impacts therein to dependent external systems can impact the UOC Vendor’s SLM requirements, whereas authentication for most, if not all, UOC systems is dependent on ForgeRock. If ForgeRock becomes unavailable, that places a constraint on our UOC operations.–The Unified Operations Center's day-to-day operations and overall business continuity are dependent on the FX Modular Vendors' systems and processes, such as Forge Rock, as the identity platform that controls the overall access management of the FX.

1.9 RISKS

The deliverable PD-14: Operations and Maintenance Manual has been drafted with the following risks:

- Reliance on third-party vendor operational support practices could introduce risks if their services underperform. The UOC solution will provide the FX announcement component that will allow notifications to be sent between all vendors, agency, and sister agencies to effectively communicate and mitigate such risks as lack of system availability. However, processes are in place, such as system monitor, incident management, and disaster recovery within our Platform Infrastructure.
- Miscommunication or misalignment of expectations among stakeholders could lead to conflicting decisions or misunderstandings. The UOC has a dedicated communications lead that will aid in minimizing this risk and drive alignment between all stakeholders.

While these risks highlight potential challenges in sustaining high-performance operations, they also underscore the importance of a clearly defined operational model. The FX Unified Operations Center (UOC) requires a structured, resilient, and well-integrated framework to deliver consistent service, enable proactive support, and maintain compliance with Agency expectations.

1.10 PROJECT ORGANIZATION CHARTS

The resource roles and task assignments outlined in the previous section are part of a broader operational hierarchy that defines how the FX Unified Operations Center is structured and governed. The following organizational chart illustrates the current reporting relationships across the UOC to support visibility into leadership, supervisory, and vendor alignment. This chart reflects operational roles and team configurations implemented under the Service Desk Release.

SECTION 2 ROLES AND RESPONSIBILITIES

This section identifies the roles and responsibilities of all the stakeholders involved in the UOC system operations and maintenance.

Exhibit 2-1: Roles and Responsibilities define the Roles and Responsibilities of all stakeholders involved.

ROLE	RESPONSIBILITY
UOCI Contract Manager (AHCA)	▪ Partner with the UOCI Deliverable Review Team Lead, UOC Deputy Project Director, and UOC Project Manager. ▪ Act as liaison between the UOC Vendor and the Review Team Lead, providing written review comments from reviewers, as received, to the UOC Vendor. ▪ Notify the UOC Project Manager via a dated email of acceptance/rejection of the deliverable. ▪ Review contract management requirements and ensure adherence to contract requirements and deadlines. ▪ Review and provide resolution to submitted impact assessments. ▪ Coordinate with Stakeholders and provide approval for the deliverable.
UOCI Project Manager	▪ Participate in deliverable review discussions to avoid or resolve conflicts, risks, and issues. ▪ Execute defined processes in alignment with the FX Enterprise Project Management Office (EPMO). ▪ Adhere to compliance requirements detailed in the FX Standards. ▪ Manage the overall project, including release planning, resource allocation, and stakeholder communication.
UOCI Deputy Project Director	▪ Review the draft version of the deliverable and provide feedback to the deliverable development team. ▪ Participate in deliverable discussions to avoid or resolve conflicts, risks, and issues. ▪ Participate in deliverable meetings.
Enterprise Release Group (ERG)	▪ Includes Agency Enterprise release manager, MI (Module Intergration) (Enterprise release manager, Transformation Manager, Module vendors release manager role, and Agency test lead. ▪ Coordinate enterprise release planning activities. Provide input to release intake, coordinate release impact analysis, and provide guidance for cross-module release management activities. ▪ Follows FX PGG (Program Goverance Group) process for release escalation.
Deliverable Reviewers (AHCA, Strategic Enterprise Advisory Services (SEAS), Independent Verification & Validation (IV&V) Vendor, Integration Services/ Integration Platform (IS/IP)	▪ Review the deliverables according to their assigned role and based on their subject matter expertise. ▪ Identify and record revision comments in the required format and within the established review period. ▪ Participate in comment resolution discussions. ▪ Review deliverable updates to confirm that the final deliverable resolves their comments.

ROLE	RESPONSIBILITY
UOCI Release Manager	▪ Review the deliverables and understand the implementation plan and software release plan. ▪ Comply with the plan laid out in this deliverable. ▪ Oversee the entire release management process, including planning, coordination, and execution of software releases. ▪ Coordinate with the Enterprise Release Group on cross-vendor releases.
UOCI Development Team Lead	▪ Oversee the development team, ensuring that software changes are implemented according to requirements and best practices.
UOCI Development Team	▪ Responsible for creating and implementing new features, enhancements, or bug fixes as part of the software release.
UOCI Quality Assurance Team Lead	▪ Oversee the quality assurance team, responsible for testing software changes and ensuring that releases meet quality standards.
UOCI Quality Assurance Team	▪ Responsible for testing and quality assurance activities, ensuring that software changes are thoroughly tested before deployment.
Agency Release Management Team (AHCA)	▪ Review and approve Readiness Review Checklists ▪ Provide a Go/No-Go Decision based on a review of the release management processes.
FX Module Change Board (AHCA)	▪ Provide Release Approval. ▪ Participate in Production Go / No-Go Meetings. ▪ Coordinate with other modules to determine the priority of changes, the Release schedule, and impacts to other modules.
FX Module Change Board	▪ Review O&M Change Requests (CR). ▪ Evaluate the Impact of the change. ▪ Approve or deny the CR or request additional information. ▪ Participate in meetings to review CR. ▪ Approval authority of CRs (that do not meet the criteria for FX Governance review). ▪ Escalate CRs to FX Governance as needed (impacting project contract or significant impact to schedule and/or cost)
Stakeholders and Users (AHCA)	▪ Attend training on the solution. ▪ Validate software functionality and usability. ▪ Monitor for any possible issues within the solution and log tickets.
UOC Vendor Operations and Maintenance Manager	▪ Directs the Level 2 and Level 3 UOC Vendor O&M team. ▪ Manages the O&M Team and O&M activities. ▪ Facilitating Change Management meetings. ▪ Coordinate O&M activities with the Agency and SEAS. ▪ Delegates technical responsibilities and monitors the progress of O&M. ▪ Work closely with the UOC Vendor DDI (Design, Development, Implementation) Project Manager during all phases of the development lifecycle. ▪ Conduct regular status meetings with all necessary stakeholders.
UOC Vendor Information Security Manager	▪ Responsible for the UOC Solution Security Program. ▪ Oversee the UOC Vendor's Security Incident Response Team. ▪ Oversee the UOC Vendor's Security Awareness program. ▪ Acts as the Security lead for the UOC Vendor.
UOC Vendor Security Operations	▪ Security Defect Remediation ▪ Security Incident Response ▪ Monthly Reporting of Security Operations Status ▪ Continuous Improvement/ Enhancements ▪ Governance. Risk and Compliance

ROLE	RESPONSIBILITY
Agency Information Security Manager (AHCA)	▪ Responsible for the Agency's Security Program. ▪ Oversees the Agency Incident Response Team. ▪ Oversees the Agency's Security Awareness program. ▪ Acts as the Security lead for the Agency.
AHCA UOC Vendor Project Sponsor (AHCA)	▪ Responsible for O&M alignment with FX vision and strategy. ▪ Responsible for meeting the project's vision, goals, and objectives.
FX Agency OCM (Organizational Change Management)Team	▪ Provide updates and guidance on the overall transition of FX OCM activities to operations and maintenance. ▪ Provide training and communications oversight for Learn Hub and Info Hub ▪ Utilize a Weekly Training Update Report to capture Learn Hub and Info Hub activity ▪ Verify that training programs and resources meet business, technical, and quality standards
Independent Verification & Verification (IV&V) Vendor	▪ Oversight and monitoring to ensure compliance with CMS and Agency standards
Agency Transformation Lead	▪ Oversees FX Program Domains, MITA, Certification, and Organizational Change Management, plus Executive Program Communications
FX OCM Training Lead	▪ Oversees change initiatives to ensure adoption of process, system, technology, and job role changes through effective training programs ▪ Verifies that training programs and resources meet business, technical, and quality standards ▪ Coordinate reviewing and updating learning materials ▪ Supervises the process of day-to-day activities and communications of the learning systems ▪ Directs the organization and accessibility of all training materials and activities through regular reporting
FX Implementation Lead	▪ Leads implementation activities of the change initiative
UOC OCM Project Lead	▪ Responsible for leading project-level OCM resources and activities ▪ Responsible for conducting stakeholder analysis ▪ Responsible for OCM Strategy and Plan that includes the detailed Stakeholder Engagement Plan and customized readiness criteria ▪ Coordinates with UOC OCM Communications Lead and UOC OCM Training Lead to guide the Training Plan, Workforce Transition Plan, and Communication Plan ▪ Coordinates with UOC OCM Project Manager to define UOCI OCM Project level activities and dependencies for OCM success ▪ Tracks UOC User Readiness Criteria and drives user adoption
UOC OCM Project Manager	▪ Accountable for the day-to-day execution of the project leading up to go-live and warranty

ROLE	RESPONSIBILITY
UOC OCM Communication Lead	▪ Creates and executes the Communication Strategy and Plan ▪ Shares project-specific status and knowledge with the Agency Program Executive Communications Lead ▪ Manages and updates the Communication Plan Matrix to develop an understanding and acceptance of impacts on specific jobs, policies, technology impacts, and business practices ▪ Ensures elements of the new initiative are conveyed to the organization and seamlessly integrated into end-user training materials ▪ Develops communications to all stakeholders to create awareness (vision, purpose, strategy) and promote information to drive the adoption of changes ▪ Writes and reinforces communications, develops and monitors appropriate feedback mechanisms pre- and post-go-live
UOC OCM Project Training Lead	▪ Identify training needs, strategy, approach, work plans, and outputs ▪ Creates and refines role-based training curricula ▪ Executes training identified in the Training Plan ▪ Leads training logistics ▪ Delivers integrated training across FX ▪ Defines and measures the success of the training approach and delivery ▪ Defines the training transition to training operations ▪ Reviews and updates training materials on a quarterly basis or as identified by the Agency and module vendors throughout the training lifecycle ▪ Delivers training reports on an as-needed basis ▪ Collaborate with the Agency and module vendors to gather training updates, feedback, and any changes that impact training.
UOC Vendor Operations Training Team	▪ Identify training needs, strategy, approach, work plans, and outputs for ongoing program maintenance. ▪ Maintains, creates, and refines role-based training curricula ▪ Executes training identified in the Training Plan ▪ Leads training logistics for ongoing program maintenance ▪ Facilitate integrated training across FX ▪ Monitors and reports on the success of training delivery and content creation/maintenance throughout the program ▪ Supervises day-to-day activities and communications of learning systems such as Learn Hub and Info Hub. ▪ Direct the organization and accessibility of all training materials and activities through regular reporting. ▪ Actively monitor for training needing to be updated, including AHCA IT Help Desk tickets for trending issues.
Procurement/Contract Lead	▪ Monitors vendor compliance with contractual agreements
Module Vendors	▪ Supports the success criteria and business outcomes for the change initiative for the OCM and FX Program

ROLE	RESPONSIBILITY
UOC Senior Learning Consultant	▪ Lead integrated analysis and design, and ensure quality across the learning cycle. ▪ Provide quality assurance across training development, delivery, and evaluation.
UOC Vendor Training Developer	▪ Write, develop, edit, and test UOC-related training materials ▪ Analyze and fix training defects for the UOC Vendor-developed materials
Deloitte - Enterprise Data Warehouse (EDW) Vendor Training Developer	▪ Write, develop, edit, and test EDW-related training materials ▪ Analyze and fix training defects for EDW Vendor-developed materials
IS/IP Vendor Training Developer	▪ Write, develop, edit, and test FX Portal and technical user training materials. ▪ Analyze and fix training defects for IS/IP Vendor-developed materials.
UOC Learn Hub Architect	▪ Design Learn Hub to meet requirements.
UOC Learn Hub Training Administrator	▪ Configure courses, upload published materials, generate reports, design learning plans and curriculum, develop certifications, and manage user permissions and roles. ▪ Delivers training reports on a weekly or as-needed basis
UOC Info Hub Administrator	▪ Manage profiles and environment variables, manage document categories and permissions on the categories, manage document types and views, manage shared content for the knowledge documents, and manage article creation and publication. ▪ Delivers training reports on a weekly or as-needed basis
UOC Trainer	▪ Facilitate virtual or in-person instructor-led training and support.

Exhibit 2-1: Roles and Responsibilities

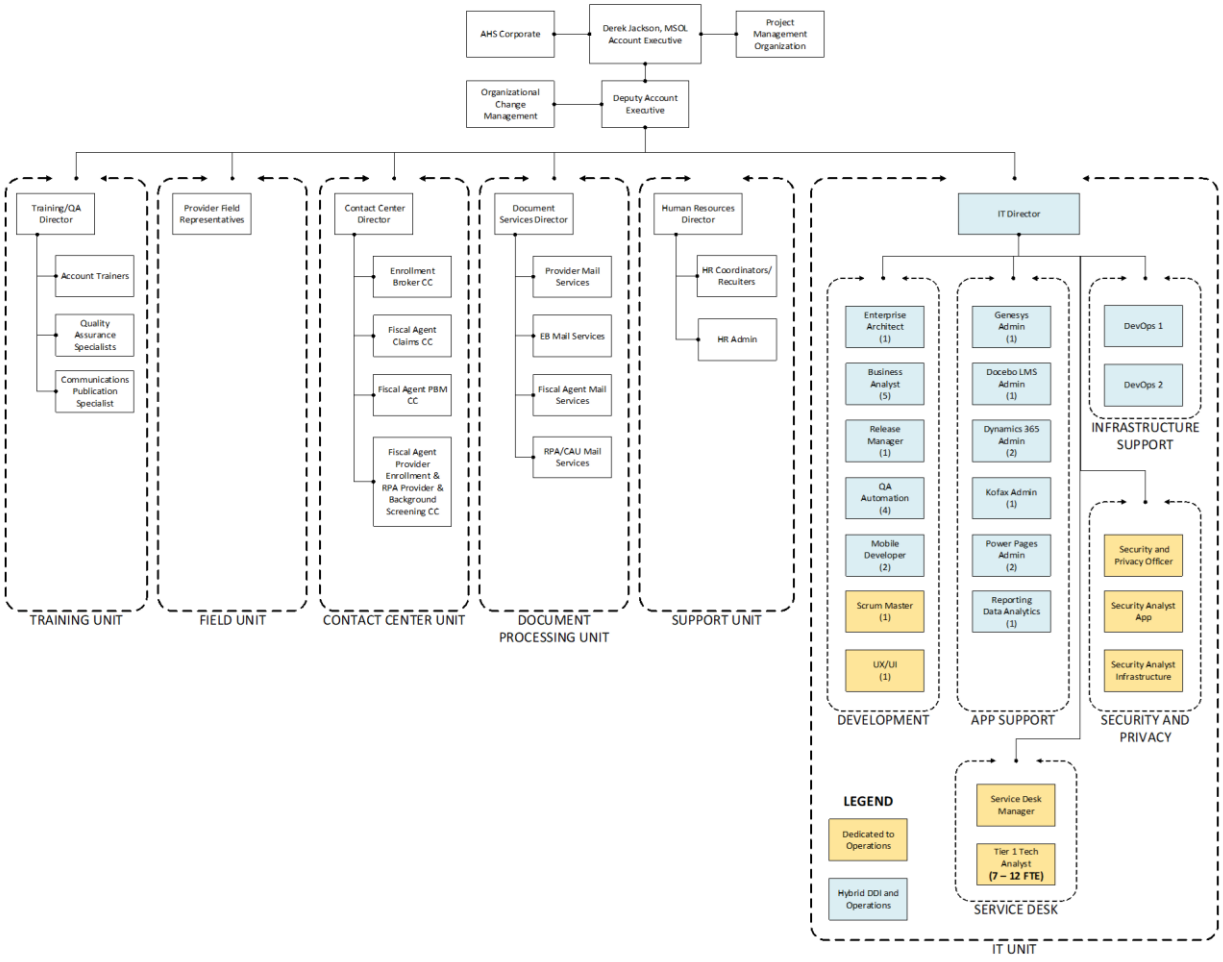

Exhibit 2-2: UOC Vendor Organizational Chart

In addition to the organizational structure shown in **Exhibit 2-2: UOC Vendor Organizational Chart** above, the FX UOC follows a standardized operational model built on four foundational pillars: People, Process, Technology, and Governance (PPTG). This framework drives consistency in service delivery, performance oversight, and knowledge management across all UOC functions.

The following, **Section 3, FX UOC Operational Model,** outlines the core structure that underpins daily operations across the Service Desk and broader UOC environment.

SECTION 3 FX UOC OPERATIONAL MODEL

3.1 FX UOC OPERATIONAL MODEL

The FX Unified Operations Center (UOC) is the centralized service and support hub responsible for delivering stakeholder-facing functions under the Service Desk Release. The UOC is organized to facilitate high-quality customer service, strong process governance, and performance oversight while leveraging an integrated platform architecture. The operational model is built on four interdependent pillars: People, Process, Technology, and Governance (PPTG).

These pillars represent the key operational domains within the UOC and are designed to ensure consistent service delivery, measurable performance outcomes, and alignment with the FX Program's enterprise goals. The UOC Operating Model reflects the current-state implementation only and is limited in scope to the functions and capabilities live as of the Service Desk Release.

The table below, **Exhibit 3-1: UOC Operational Model – Pillar-to-Element Matrix**, outlines each pillar of the UOC model along with its respective operational categories and supporting elements.

PILLAR	CATEGORY	ELEMENT
People	Workforce Management	Locations, layout, work from home (WFH)
People	Organization Structure	Role definition, reporting structure
People	Training & Development	Continuous learning, role-based onboarding
People	Employee Engagement	Culture, inclusion, retention
Process	Workflows	Intake, ticket routing, and knowledge access
Process	Communication	Internal alignment and external updates
Process	Escalation Management	Tiers of support and approval logic
Process	Change Management	Scope change, platform, or content updates
Process	Business Continuity	Uptime planning, redundancy, and disaster recovery
Technology	Omnichannel	Genesys Cloud call, chat, email, and voicemail
Technology	Client Compass	Dynamics 365

PILLAR	CATEGORY	ELEMENT
Technology	BI & Reporting	Power BI, Excel, and reporting logic
Technology	Knowledge Management	Info Hub, training artifacts
Governance	Performance Management	SLAs (Service Level Agreement), KPIs (Key Performance Indicator), workforce dashboards
Governance	FX Standards	FX-specific controls, reporting formats
Governance	Escalation	Workflow approvals, SME (Subject Matter Expert) engagement
Governance	Benchmarking	Internal and external baselines

Exhibit 3-1: UOC Operational Model – Pillar-to-Element Matrix

The matrix above, **Exhibit 3-1: UOC Operational Model – Pillar-to-Element Matrix**, provides a structured summary of the FX UOC's current state operational framework by mapping each PPTG pillar to its related program categories and implemented functional elements.

3.1.1 PEOPLE

The People pillar defines how the UOC is staffed, trained, structured, and supported. It encompasses all stakeholders involved in UOC operations:

- UOC leaders and staff
- Agency for Health Care Administration (AHCA) personnel
- Sister Agency representatives
- FX Module Vendors

This pillar focuses on the people-driven elements of service delivery, including:

- **Organization Structure** – Roles, teams, and reporting relationships within the UOC.
- **Roles & Responsibilities** – Defined duties for each functional role within the Service Desk and support structure.
- **Locations (footprint, layout**, WFH) – Physical and virtual work environments, including remote work enablement.
- **Training & Development** – Staff onboarding, upskilling, and ongoing development initiatives.
- **Employee Journey** – Lifecycle of an employee's experience in the UOC, from onboarding through performance management.

- **Culture & Engagement** – Internal initiatives and leadership alignment to promote retention, morale, and productivity.

This comprehensive definition ensures that all stakeholder groups are considered in operational planning and execution.

The table below, **Exhibit 3-2: UOC Roles and Responsibilities**, outlines the key roles assigned within the FX Unified Operations Center (UOC) and their associated responsibilities under the current Service Desk Release. These roles collectively ensure that technical operations, service delivery, compliance, and training are managed in alignment with FX standards and expectations. A comprehensive table of UOC roles and responsibilities, including detailed descriptions for each position from Account Executive to Security Analyst, is maintained in the UOC Staffing and Organization documentation. Key positions include Service Desk Manager, Service Desk Support Specialists, Quality Assurance (QA) Specialists, and Technical Support roles.

ROLE	RESPONSIBILITY
Account Executive	The leader is responsible for building and maintaining the relationship with AHCA. Serves as the primary liaison between the client and the UOC.
Deputy Account Executive	Supports the UOC Account Executive with Agency communications, performance tracking, and decision-making for change management.
IT Director	Oversee UOC IT infrastructure and technical performance, ensuring secure, reliable operations.
Project Manager	Plans, executes, and oversees all project deliverables under the UOC contract, ensuring timelines, budgets, and quality standards are met.
Training/QA Director	Leads UOC training and quality assurance initiatives, ensuring instructional quality, content governance, and performance alignment.
Contact Center Director	Manages UOC contact center operations, ensuring SLAs are met and customer satisfaction is maintained.
Human Resources (HR) Director	Responsible for recruitment, onboarding, provisioning, and ensuring HR compliance with Agency-aligned access and role structure.
Training Lead	Supports design, development, and delivery of FX UOC training content for onboarding and continuing education.
Training Developer	Creates training content aligned to FX systems and tools for use in instructor-led and self-guided training environments.
Instructional Designer	Develop interactive training materials and evaluate training effectiveness through continuous feedback and data.
Trainer	Conduct instructor-led training (ILT), monitor learner progress, and provide learning support to trainees.
Training Coordinator	Manages logistics of training sessions, including scheduling, attendance tracking, and training material distribution.
QA Lead	Manages the UOC Quality Assurance program and oversees performance reviews and reporting.

ROLE	RESPONSIBILITY
QA Analyst	Conducts QA reviews, tracks agent performance, and provides actionable feedback for improvement.
Service Desk Operations Manager	Oversees day-to-day Service Desk operations, including agent scheduling, ticket escalation, and real-time performance tracking.
Knowledge Manager	Maintains the Info Hub knowledge base, ensuring all content is accurate, approved, and aligned with FX documentation standards.
Documentation Specialist	Drafts and maintains FX UOC job aids, user guides, and technical documentation that the Service Desk uses.
Reporting Analyst	Creates and maintains FX Power BI dashboards and reports to support operational transparency and performance management.
Security Manager	Ensures secure operation of FX UOC platforms and tools and oversees role-based access controls.
Access Provisioning Specialist	Assigns and manages user access to FX platforms and tools, ensuring compliance with approved workflows.
Omnichannel Subject Matter Expert (SME)	Provides Genesys Cloud expertise and supports contact center agents with technical and functional guidance.

Exhibit 3-2: UOC Roles and Responsibilities

Exhibit 3-2 above establishes the operational responsibilities of key UOC personnel currently active under the Service Desk Release. Each role plays a critical part in sustaining operational continuity, user training, knowledge delivery, secure access, and service quality across the FX platform.

3.1.2 PROCESS

The Process pillar encompasses the workflows, procedures, and operational mechanisms that govern day-to-day service execution:

- Programs (WFH, QA, etc.) – Implementation of Workforce Management, Quality Assurance, and other operational programs.
- Workflow – Standardized task routing and ticket lifecycle management processes.
- Escalation Management – Protocols for routing unresolved issues to higher-tier resources.
- Communication – Internal and external messaging, including stakeholder updates and real-time coordination.
- Change Management – Controlled processes for introducing platform, process, or policy changes.
- Business Continuity – Procedures that ensure continuity of service during disruptions, system outages, or emergency scenarios.

3.1.3 TECHNOLOGY

The Technology pillar defines the system architecture and tools that enable UOC service delivery:

- Omnichannel Platform – Genesys Cloud environment supporting inbound and outbound voice, chat, email, and voicemail.
- Customer Relationship Management (CRM) Platform – Dynamics 365 solution used for ticket and case management, tracking, and reporting.
- Business Intelligence (BI) – Data visualization and dashboarding tools (e.g., Power BI) for analytics and performance measurement.
- Training & Knowledge Management – Systems that support onboarding, documentation, and access to knowledge base resources such as Info Hub.

3.1.4 GOVERNANCE

Governance ensures operational alignment with FX Program requirements, service level expectations, and compliance standards:

- **Service Level** – Adherence to defined ticket resolution, response time, and customer satisfaction performance targets.
- **Performance Management** – Processes for monitoring, evaluating, and improving UOC agent and system performance.
- **FX Standards** – Application of documented FX operational and technical standards.
- **Escalation** – Governance structure surrounding escalation paths, approvals, and resolutions.
- **Reporting** – Dashboards, KPIs, and service metrics presented to leadership and stakeholders.
- **Benchmarking** – Comparative performance evaluation against internal and external baselines.

The framework visually represents the integration of the four pillars (People, Process, Technology, and Governance) that form the UOC Operating Model, showing how they interrelate to support service delivery objectives.

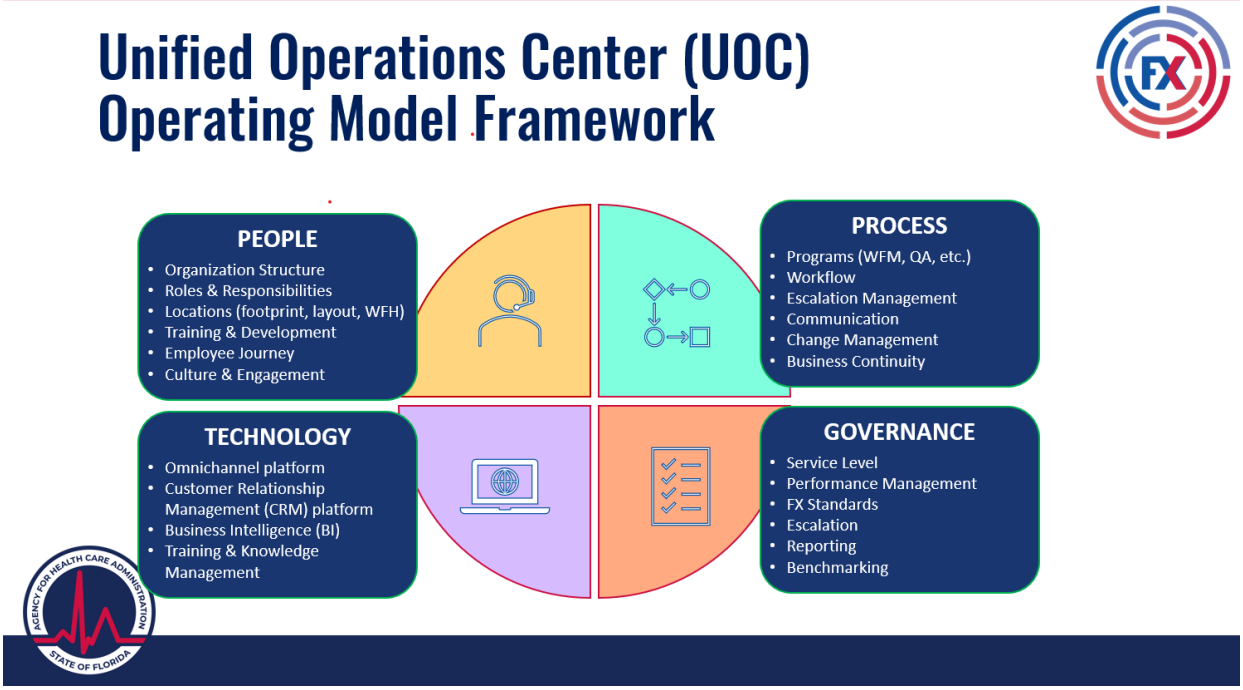

Exhibit 3-3: FX UOC Operational Model Framework

The diagram above, **Exhibit 3-3**, reinforces the core structure of the FX UOC Operational Model by mapping the People, Process, Technology, and Governance components as integrated and interdependent systems that support the day-to-day operations of the UOC under the Service Desk Release.

The FX UOC Operational Model provides a structured view of how the Unified Operations Center operates under the Service Desk Release. Built on the foundational pillars of People, Process, Technology, and Governance, the model ensures that defined roles, standardized workflows, integrated tools, and aligned oversight structures support daily operations. Each element of the model is designed to deliver consistent, high-quality service to FX stakeholders while maintaining compliance with Agency expectations. This current state model serves as the baseline for understanding how the UOC executes its responsibilities across all service and support functions.

3.2 FX UOC Workforce Roles and Oversight for Training, Onboarding, and Content Governance

- This section outlines additional workforce responsibilities essential to FX UOC operations.
- Onboarding process management
- Workforce scheduling oversight

- Training content governance
- Oversight of content publication across the FX Learn Hub and FX Info Hub

These roles and workflows are essential to supporting the FX UOC's capability to deliver training, schedule operational coverage, and ensure the controlled publication of end-user support materials. Each responsibility area aligns with standards defined in the FX Operational Change Management (OCM) framework and the FX Artifact Management Standards (AMS). The subsections that follow describe the accountable roles, approval workflows, and platform responsibilities that govern these foundational functions:

3.3 ERROR! REFERENCE SOURCE NOT FOUND.FX UOC INSTRUCTOR-LED TRAINING PROCESS

3.3.1 PURPOSE & OVERVIEW

UOC's Instructor-Led Training (ILT) Program is a structured learning initiative designed to provide high-quality, interactive training tailored to employee roles. Unlike self-paced eLearning, ILT offers live instruction—delivered either virtually or in-person—ensuring employees receive direct engagement, real-time feedback, and hands-on learning opportunities.

Key objectives of UOC's ILT program include:

- **Standardized Training Delivery** – Ensuring consistent, high-quality training across all operational teams.
- **Compliance & Best Practices** – Meeting contractual training requirements while aligning with industry best practices and regulatory standards.
- **Interactive & Engaging Learning** – Encouraging real-time interaction between trainers and participants through Q&A sessions, hands-on activities, and personalized coaching.

Exhibit 3-4: ILT Training Overview Workflow below provides a structured, high-level visualization of the end-to-end ILT process, detailing each critical phase—from training request submission and approval to session execution, evaluation, and continuous improvement. This workflow ensures that all ILT sessions follow a standardized approach, aligning with UOC training policies, contractual obligations, and compliance mandates to deliver consistent, high-quality instruction.

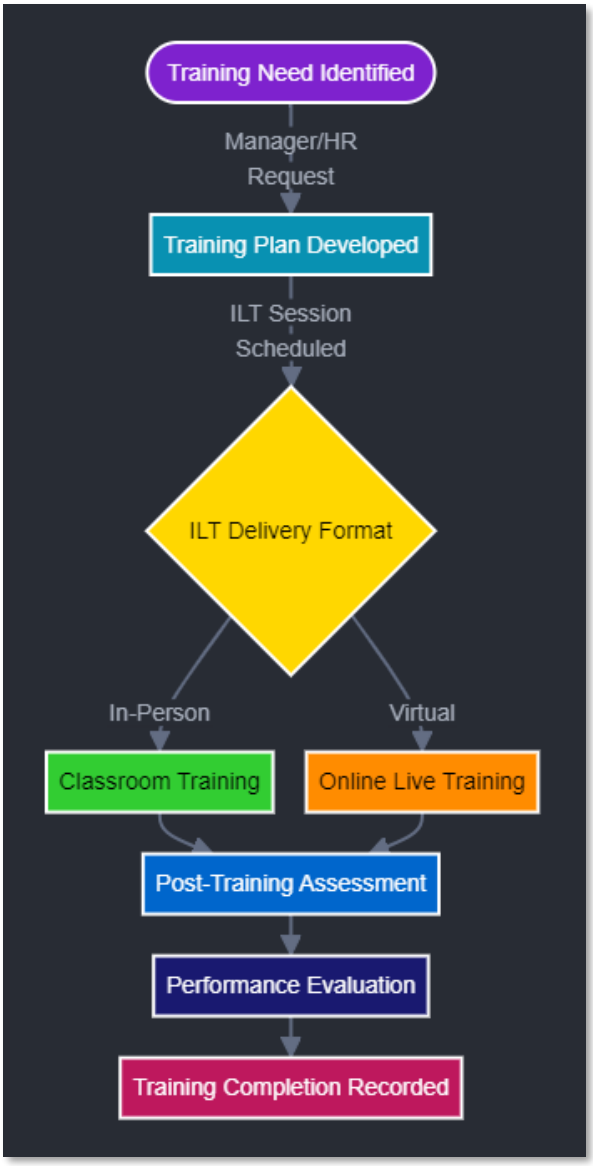

Exhibit 3-4: ILT Training Overview Workflow

3.3.2 CONTRACTUAL REQUIREMENTS

UOC's Instructor-Led Training (ILT) program operates under defined contractual obligations that establish clear expectations for trainer competency, instructional effectiveness, compliance, and continuous improvement. These requirements ensure training consistency, adherence to industry best practices, and alignment with agency-approved methodologies:

- **Trainer Competency & Skills** – Instructors must demonstrate subject-matter expertise and possess effective training delivery skills to engage participants. Trainers

are expected to apply interactive instructional techniques that foster knowledge retention and ensure learner engagement.

- **Training Approach** – ILT sessions must incorporate adult learning methodologies to optimize knowledge retention. Structured onboarding processes—including onboarding checklists, knowledge retention assessments, and operational readiness validation—must be implemented to confirm preparedness for live operations.
- **Performance Monitoring & Remediation** – ILT effectiveness is measured through structured evaluations, performance assessments, and remediation processes. Trainers who do not meet instructional effectiveness benchmarks or demonstrate gaps in content delivery are required to undergo corrective coaching and additional competency training. Likewise, employees requiring reinforcement receive targeted re-training to ensure knowledge retention.
- **Quality Assurance Integration** – The training program requires formal, documented coordination between Quality Assurance (QA) and training staff to ensure continuous improvement in training effectiveness and content relevance.
- **Staff Qualification Verification** – All UOC Vendor staff must complete required training and pass applicable tests as defined in the Agency-approved Training Approach and Plan before they are permitted to provide services under the Contract.

UOC's ILT program adheres to contractual obligations that outline specific requirements for instructor competency, training frequency, documentation, and compliance monitoring. These requirements ensure that ILT sessions meet the highest industry standards and regulatory expectations.:

- **Training Frequency & Scope** – Defining session frequency, instructional depth, and subject coverage based on operational requirements.
- **Trainer Credentials & Compliance** – Verifying that all trainers meet required industry qualifications and contractual competency standards before conducting ILT sessions.
- **Training Documentation & Compliance Monitoring** – Maintaining comprehensive training records to track session delivery, learner participation, assessment results, and compliance status.

Exhibit 3-5: ILT Contractual Compliance Matrix below outlines the key ILT contractual requirements and the corresponding compliance measures that ensure alignment with UOC training standards, agency regulations, and performance expectations. This matrix provides a structured reference for tracking training obligations, instructor qualifications, content updates, and quality assurance measures, ensuring that all ILT sessions meet contractual and regulatory mandates.

REQUIREMENT	COMPLIANCE MEASURE
Training Frequency	ILT sessions must be conducted per contractual schedules

Requirement	Compliance Measure
Trainer Qualifications	Instructors must meet UOC-defined expertise standards.
Attendance Documentation	Session attendance logs are required for compliance audits.
Post-Training Evaluation	Attendee assessments ensure knowledge retention.

Exhibit 3-5: ILT Contractual Compliance Matrix

3.3.3 Training Approach & Plan

UOC's Instructor-Led Training (ILT) program follows a structured approach that incorporates standardized methodologies, content management, and multiple delivery formats to meet contractual compliance and ensure training effectiveness.

The Training Approach and Plan follow the structure outlined in PD-13c-a, including:

- **Standardized Formatting and Consistency** – All training materials maintain consistent slide deck and document formatting, with standardized terminology, acronyms, and formatting to ensure a unified learning experience.
- **Training Needs Analysis** – A structured analysis tool is employed to identify different audience segments, their varied learning styles, and specific training requirements before developing targeted content.
- **Evaluation Methodology** – A formal training evaluation approach is implemented to measure knowledge retention, skill application, and overall training effectiveness.
- **Annual Review Requirement** – The Training Approach and Plan undergoes mandatory annual updates or as otherwise directed by the Agency. Updated plans must be submitted for approval within 60 calendar days prior to the start date of each fiscal year.

Key Training Plan Components:

- **Training Materials & Updates** – All training content must be pre-approved by the Agency, reviewed quarterly, and updated as necessary to maintain accuracy and relevance.
- **Instructor-Led Training (ILT) Mandate** – ILT training delivery must align with the Training Approach and Plan stipulated in *PD-13: Organizational Change Management Plan*, ensuring that all instructional methodologies comply with UOC's structured learning framework.

Training Formats:

- **In-Person ILT**: Conducted in designated training rooms with hands-on activities.
- **Virtual ILT**: Delivered through Microsoft Teams or other approved platforms.
- **Hybrid Training**: Combines in-person and virtual instruction for flexibility.

3.3.4 ILT Training Format Decision Flow

Exhibit 3-6: ILT Training Format Decision Flow below visually represents the structured decision-making process to determine the most appropriate training format for ILT sessions. This workflow evaluates key factors such as training type, audience needs, operational feasibility, and logistical constraints to ensure that each session is delivered in the most effective format, whether in-person, virtual, or hybrid—while maintaining compliance with UOC training standards and contractual obligations.

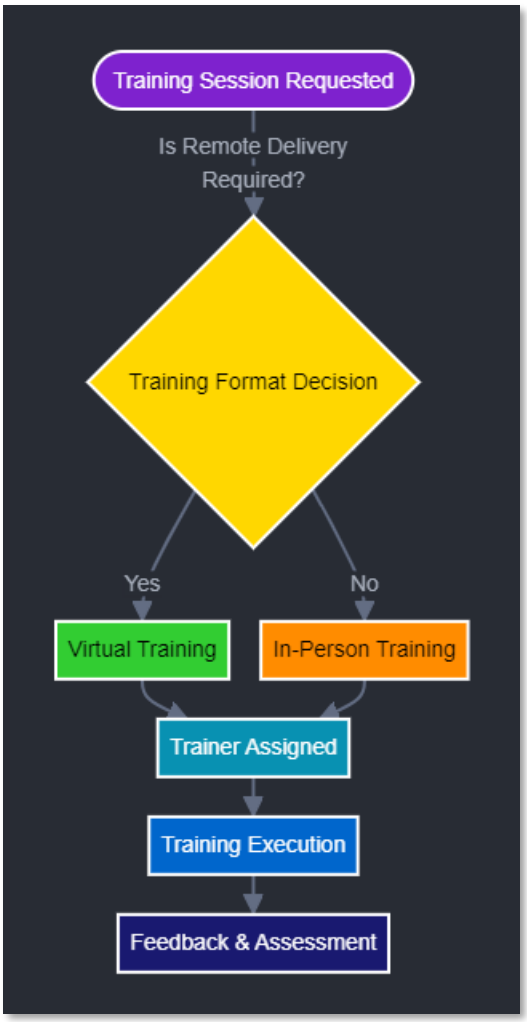

Exhibit 3-6: ILT Training Format Decision Flow

3.3.5 TRAINING DELIVERY

UOC's ILT training execution follows a structured framework to ensure consistency, compliance, and effectiveness. Each session is designed to facilitate interactive learning while maintaining documented accountability for training outcomes:

- **Session Preparation & Logistics** – Training environments (physical or virtual) are arranged, and all required training materials, resources, and technology are prepared in advance.
- **Active Engagement & Coaching** – Trainers utilize interactive methodologies to enhance knowledge retention and participant engagement, including case studies, breakout discussions, and live demonstrations.
- **Post-Session Documentation & Reporting** – Attendance records, assessment results, and participant feedback are compiled for review, evaluation, and continuous process improvement.

Training delivery follows a standardized process to maintain consistency across sessions:

- **Trainer Preparation** – Instructors review course content, finalize session materials, and structure interactive exercises.
- **Training Execution** – Sessions adhere to predefined agendas, ensuring a balanced mix of instruction, discussion, and practical application.
- **Post-Training Assessments & Follow-Up** – Employees complete knowledge validation assessments, enabling trainers to identify learning gaps and reinforcement needs.

Exhibit 3-7: ILT Training Delivery Lifecycle provides a structured visualization of the end-to-end training execution process, detailing the key phases from session scheduling and preparation to delivery, assessment, and completion tracking. This lifecycle ensures that all ILT sessions follow a consistent, repeatable framework, reinforcing training effectiveness, compliance with UOC policies, and adherence to contractual training obligations.

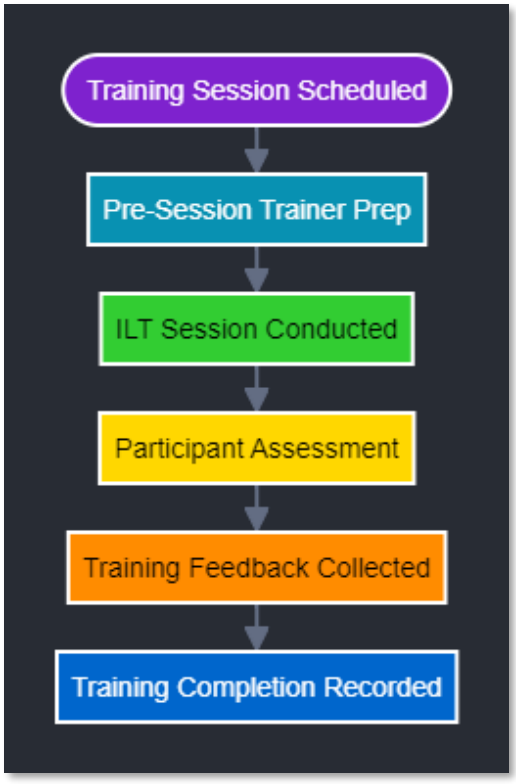

Exhibit 3-7: ILT Training Delivery Lifecycle

3.3.6 ILT Instructor Qualifications

UOC ensures that ILT instructors meet predefined competency standards to maintain the quality and effectiveness of training programs. Instructor qualifications are governed by contractual and industry standards, requiring:

- Verified subject-matter expertise, demonstrated through documented industry certifications or equivalent experience.
- Proven instructional delivery proficiency, validated through classroom observation, peer reviews, and trainee feedback.
- Compliance with defined performance benchmarks, ensuring continuous qualification through periodic evaluations and competency assessments.

To maintain training quality, all ILT instructors must meet UOC-defined qualifications, ensuring they:

- Possess expertise in their respective training domains, ensuring accurate and effective knowledge transfer.
- Hold relevant certifications where applicable, aligning with UOC's compliance and industry requirements.

- Demonstrate strong training facilitation skills, including learner engagement, clear communication, and adaptive instructional techniques.

Exhibit 3-8: ILT Instructor Qualification Matrix outlines the required qualifications and competencies for ILT instructors across different training categories. This matrix ensures that all trainers meet UOC-defined competency standards, including subject-matter expertise, instructional delivery skills, and compliance with industry and contractual training requirements.

Training Category	Required Instructor Qualifications
Technical Training	Industry Certification + Minimum 3 Years Practical Experience + Demonstrated Proficiency in Adult Learning Techniques.
Compliance & Security	Regulatory Training Certification + Experience in Security Protocols + Ability to Communicate Complex Regulations Effectively
Soft Skills & Leadership	Prior Training Facilitation Experience + Demonstrated Coaching Skills + Experience in Performance Monitoring and Feedback.

Exhibit 3-8: ILT Instructor Qualification Matrix

UOC ILT instructors must demonstrate comprehensive qualifications that include the following:

1. **Subject Matter Expertise** – Thorough knowledge of the subject area being taught
2. **Advanced Training Delivery Skills** – Ability to communicate clearly and engage diverse audiences

1. **Adult Learning Methodology Proficiency** – Application of techniques that ensure content retention
2. **Performance Assessment Capabilities** – Skill in monitoring performance and providing constructive feedback
3. **Continuous Improvement Orientation** – Commitment to ongoing quality enhancement
4. **Content Development Abilities** – Capacity to create and maintain effective training materials
5. **Coordination and Planning Skills** – Expertise in organizing and executing training initiatives
6. **Employee Engagement Techniques** – Ability to foster satisfaction and address engagement issues
7. **Technical Proficiency** – Competence with digital coaching tools and technology-based training methods

3.3.7 Operational Process for ILT Training

UOC's ILT sessions follow a standardized operational workflow to ensure structured and effective execution:

- **Training Request Submission** – ILT requests are initiated by Human Resources, team leads, or department managers based on business needs, skill gaps, or compliance requirements.
- **Training Approval & Scheduling** – Requests undergo review and approval to ensure alignment with organizational priorities and contractual obligations. Once approved, sessions are scheduled based on demand and instructor availability.
- **ILT Session Execution** – Training is delivered according to the approved format (in-person, virtual, or hybrid), ensuring engagement, participation, and adherence to structured learning methodologies.
- **Post-Training Follow-Up** – Employees complete assessments and provide feedback to evaluate training effectiveness. Performance metrics are reviewed, and insights from feedback are used to enhance future ILT sessions.

UOC's operational process for ILT follows a comprehensive 12-step approach, which includes:

1. **Needs Assessment & Planning** – Conduct thorough analyses to identify training needs and define clear objectives in collaboration with stakeholders.
2. **Material Development & Validation** – Creating comprehensive, Agency-approved training materials tailored to audience needs.
3. **Trainer Selection & Preparation** – Choosing qualified trainers who demonstrate subject matter expertise and excellent delivery skills, and providing them with the necessary resources to prepare for sessions.
4. **Environment Preparation** – Setting up appropriate physical or virtual training environments with necessary equipment and materials.
5. **Delivery & Engagement** – Conducting training sessions on schedule, utilizing interactive activities, discussions, and digital tools to maximize engagement.
6. **Performance Monitoring** – Continuously evaluating participant engagement and understanding during sessions.
7. **Feedback Collection & Analysis** – Systematically gather participant input through evaluation forms and analyze results to identify improvement opportunities.
8. **Training Material Updates** – Revising training content based on feedback, assessment results, and changes in policies or procedures, with Agency approval.
9. **Maintenance of Training Records** – Documenting attendance, assessment results, and feedback in the Agency's LMS (Learning Management System) for compliance and tracking purposes.
10. **Continuous Improvement Activities** – Participating in regular training and development to enhance instructor skills and stay informed of industry best practices.
11. **Report & Documentation** – Submit detailed training reports with attendance records, feedback, and any identified issues to the Agency.

12. **Review & Evaluate Effectiveness** – Review the effectiveness of the training program at least annually, making necessary adjustments to improve outcomes based on cumulative feedback and performance metrics.

Exhibit 3-9: ILT Training Operational Workflow provides a structured visualization of the end-to-end ILT training process, from training request submission and approval to session execution and post-training evaluation. This workflow ensures efficient scheduling, standardized training delivery, and continuous improvement through feedback and assessment cycles.

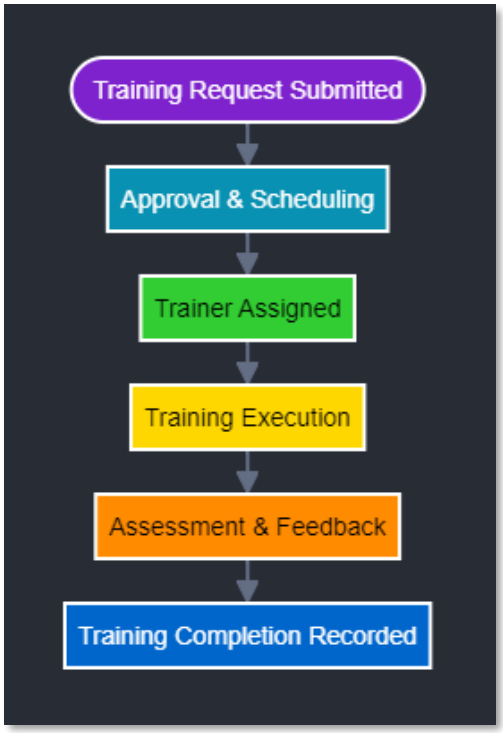

Exhibit 3-9: ILT Training Operational Workflow

3.3.8 Training Evaluation & Continuous Improvement

UOC implements a structured approach to evaluate training effectiveness and drive ongoing enhancements:

- **Multi-level Evaluation Framework** – Training is evaluated through participant feedback, knowledge assessments, behavior change measurement, and operational impact analysis
- **Remediation Protocols** – Structured processes identify and address knowledge gaps through targeted retraining and coaching
- **Continuous Content Refinement** – Training materials undergo regular updates based on evaluation insights, operational changes, and emerging best practices

- **Quarterly Review Cycles** – All training content is formally reviewed quarterly to ensure continued accuracy and relevance.

3.3.9 GOVERNANCE & COMPLIANCE

UOC's ILT training governance framework ensures quality, compliance, and continuous improvement through structured policies and monitoring mechanisms:

- **Quality Assurance (QA) Measures** – Training effectiveness is assessed through formal QA processes, ensuring coordination between training teams, operational leadership, and compliance stakeholders.
- **Instructor Evaluations & Remediation** – Trainers undergo scheduled performance evaluations, with corrective measures implemented for identified instructional gaps to maintain teaching excellence.
- **Agency-Approved Compliance Processes** – ILT programs strictly follow agency-approved training policies, incorporating automated tracking tools where applicable to enhance reporting accuracy, quality assurance, and regulatory adherence.

To maintain training integrity and compliance, UOC enforces structured governance policies:

- **Training Documentation** – Attendance logs, assessments, and training completion records are securely maintained for auditability and compliance verification.
- **Security & Compliance Standards** – ILT sessions align with FX UOC data protection policies, regulatory requirements, and industry best practices for safeguarding sensitive information.
- **Instructor Performance Monitoring** – Trainers undergo structured periodic reviews to validate instructional quality, learner engagement, and adherence to UOC's standardized training framework.

Exhibit 3-10: ILT Governance Framework below outlines the key governance measures applied to Instructor-Led Training (ILT) to ensure compliance, instructional quality, and continuous improvement. This table summarizes quality assurance protocols, compliance tracking mechanisms, instructor evaluation processes, and documentation requirements that uphold the integrity and effectiveness of ILT.

GOVERNANCE AREA	COMPLIANCE ACTION
Training Documentation	Attendance logs are maintained in the FX UOC systems
Security & Compliance	ILT content aligns with data protection policies
Instructor Evaluations	Trainers are reviewed periodically for effectiveness.

Exhibit 3-10: ILT Governance Framework

3.3.10 Conclusion

UOC's Instructor-Led Training (ILT) program is designed to deliver structured, contractually compliant, and impactful learning experiences that align with operational and regulatory expectations. By upholding clear training standards, employing highly qualified instructors, and enforcing strong governance measures, UOC ensures that employees are equipped with the necessary skills, knowledge, and compliance awareness to perform effectively. This commitment to continuous improvement, instructional excellence, and rigorous compliance oversight strengthens workforce readiness and enhances overall organizational performance.

For detailed guidelines, checklists, and additional documentation related to ILT processes, refer to the *ILT Training Guide* within the UOC Training Program documentation.

- Omnichannel Workforce Management
- 3.8: Procedures for Creation, Review, Approval, and Publication in the FX Learning System

Together, these responsibilities define the structure, accountability, and traceability needed to support workforce lifecycle management and ensure effective stakeholder-facing content governance.

3.4 UOC New Hire Onboarding and Training Process

3.4.1 Introduction

The UOC's new hire onboarding process is a multi-phase program integral to UOC operations, ensuring each incoming employee receives a comprehensive introduction and training. It is structured in stages covering everything from initial paperwork to full productivity so that new UOC hires understand the business, complete required training, orient to the facility, and obtain proper system access. Key objectives of this process include achieving seamless integration of the new hire into UOC teams and workflows, clear alignment of the individual's role and responsibilities within the project, and completion of all mandatory compliance training (HR policies, data security, etc.) early in their tenure. By meeting these objectives, the onboarding process helps maintain standardization and compliance with organizational policies and regulatory requirements while equipping new employees to perform effectively in their roles.

This section provides UOC team leaders with procedural guidance when bringing new employees into the UOC project environment. The workflows, responsibilities, and best practices outlined ensure consistent application of onboarding procedures across all teams. As part of FX UOC's continuous improvement efforts, the onboarding process described in this section is regularly reviewed by the Training Team to incorporate process improvements, organizational changes, and evolving compliance requirements.

3.4.2 UOC Onboarding Process

Exhibit 3-11: New Hire Onboarding Workflow provides a structured overview of the key phases in the UOC onboarding process, outlining the sequential steps from pre-hire

preparation to post-onboarding evaluation. This workflow ensures that each stage is systematically executed, aligning new employees with organizational requirements, security protocols, and job-specific training.

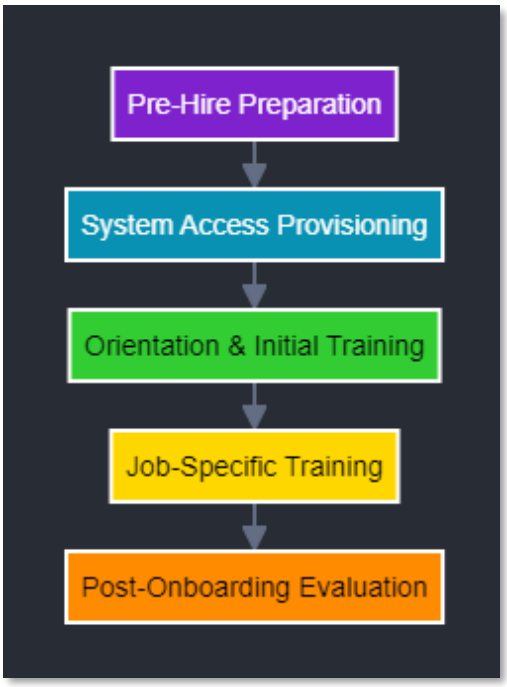

Exhibit 3-11: New Hire Onboarding Workflow

3.4.2.1 PREBOARDING & IT/HR COORDINATION

This preparatory phase lays the groundwork before the new hire's first day through coordination between Human Resources (HR), Information Technology (IT), and the incoming employee:

- **Administrative formalities**: HR confirms the candidate's acceptance and ensures all required documentation and background checks are completed before the start date. (A successful background screening is critical for security and compliance.)
- **HR** & **IT coordination**: The IT team prepares the new hire's workstation and initial accounts in advance. This includes ordering or configuring equipment and initiating account provisioning so that tools are ready on Day 1
- **Welcome communication**: HR sends an electronic welcome package to the new hire with an overview of the UOC project, key company policies, and a schedule of upcoming training sessions. This initial communication provides an overview of expectations and access to onboarding materials.
- **Orientation scheduling**: To ensure a smooth Day 1, the coordinator schedules the orientation session ahead of time. Orientation sessions are scheduled in advance, and

relevant staff are invited to facilitate training and support. This gives the new hire a clear timetable and allows support staff to prepare.

- **Training prep**: Training materials are organized to ensure a structured onboarding experience, including relevant policies and procedural guides, and all presentations, policies, and procedures are reviewed to be up-to-date. This guarantees that when the new hire begins, they have access to current learning resources and documentation.

To ensure a smooth onboarding experience, FX UOC follows a structured preboarding process that involves coordinated efforts between HR, IT, and training teams. This phase is crucial for preparing new hires by completing administrative formalities, setting up workstations, and scheduling initial training sessions.

Exhibit 3-12: Preboarding Readiness Tasks outlines the key responsibilities assigned to HR, IT, and onboarding coordinators. These tasks ensure new hires have the necessary access, equipment, and information before their first day, minimizing delays and improving onboarding efficiency.

TASK	RESPONSIBLE TEAM	DESCRIPTION
Candidate Background Check	HR	Ensure screening is completed and verified.
Employment Documentation	HR	Confirm that all required forms are signed.
Workstation Setup	IT	Configure hardware and software before Day 1.
Access Provisioning	IT	Initiate account creation for required systems.
Welcome Email & Training Agenda	HR	Send an introductory email with the schedule.
Orientation Scheduling	Coordinator	Schedule a Teams invite for an orientation session.
Training Materials Preparation	Training Team	Organize presentations, policies, and documentation.

Exhibit 3-12: Preboarding Readiness Tasks

The preboarding process is a structured workflow that ensures the completion of all necessary administrative, IT, and training preparations before a new hire's start date. This proactive approach minimizes disruptions and allows the new employee to integrate seamlessly into FX UOC operations.

Exhibit 3-13: Preboarding Process Workflow visually represents the step-by-step coordination between HR, IT, and onboarding teams. It highlights key milestones, including document verification, equipment setup, account provisioning, and orientation scheduling, ensuring a smooth transition for new employees.

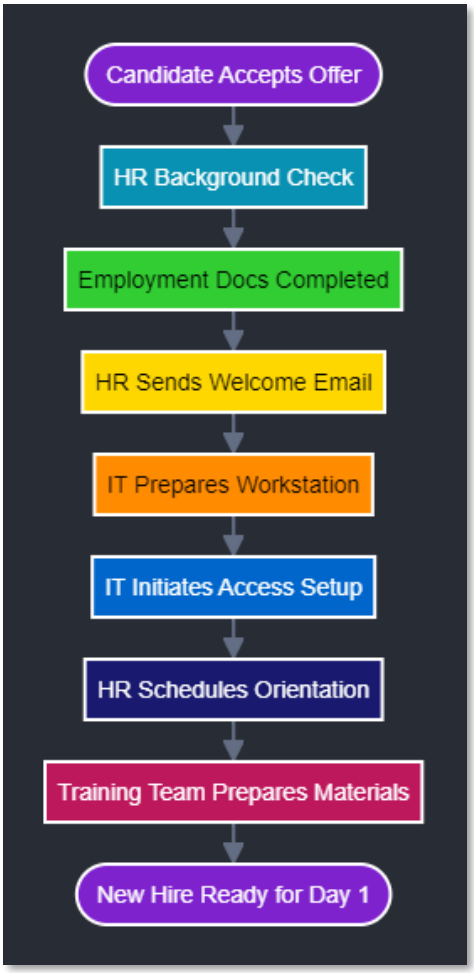

Exhibit 3-13: Preboarding Process Workflow

3.4.2.2 System Access & Credentialing Process

In this phase, the focus is on setting up all the necessary user accounts, permissions, and security credentials for the new hire:

Overview

- **Account setup**: IT creates the new hire's core accounts, such as corporate email and Virtual Private Network (VPN) access. For example, an official email (first.last@automated-health.com) is generated, and a VPN client is installed on the new hire's computer to enable secure remote connectivity. Ensuring these are ready on Day 1 allows employees to immediately communicate and access internal systems.
- **Access requests**: The IT department and managers coordinate to provision system access for new hires. The access request process begins with the FX Contract Manager's review of the Background Screening (BGS) and Staffing List. A Jira ticket is

submitted under the FLAHCA Access Request Management Project to initiate access provisioning for Jira, Confluence, BitBucket, and FX Integration Services/Integration Platform (IS/IP). Once approved, the IT team adds the new hire to ForgeRock, establishing their single sign-on identity within the FX enterprise systems. The new hire then logs into the FX Enterprise Portal to self-request additional application access, which routes to designated approvers for final authorization.

- **Approval workflow**: Before any access is granted, the appropriate authority reviews and approves the request. For example, the FX contract manager reviews the background screening results, staffing list entry, and Jira access ticket, then formally approves the new hire's system access. This step ensures no system credentials are issued without management sign-off, maintaining security and compliance.
- **Credential issuance**: Once approved, IT finalizes the credentialing. The new user is added to the organization's identity management platform, ensuring secure authentication and system access compliance. Once initial access is granted, role-specific application access is requested based on job function and security policies. Those role requests route to the appropriate approvers and are then approved, automatically granting the new hire the required permissions.
- **Security measures**: All new accounts are configured in accordance with security best practices. New hires must set up multi-factor authentication (MFA) on their accounts and follow strong password policies from the start. Enforcing MFA and least-privilege access for each account helps protect sensitive systems and data from the outset.
- **Additional access provisioning**: If the new hire's role requires access to any specialized or external systems, those are handled as follow-ups. For instance, the new hire might need an account in the Genesys telephony system for a call center position – the onboarding team would request this separately. Similarly, any missing software licenses or group memberships (Teams channels, etc.) are addressed at this stage to ensure the new employee has all the tools needed.
- Optional Access Provisions:

  UOC Tenant Access: Unlike the core system access requirements, UOC Tenant access is provisioned only when specifically required for the employee's role. This optional access can be requested by emailing the Automated Health Systems (AHS) Infrastructure Admin.

To ensure that new hires are fully equipped with the necessary system access and credentials, FX UOC follows a structured System Access Provisioning Checklist. This checklist outlines key tasks required for secure and efficient onboarding, ensuring compliance with security policies and operational requirements.

Exhibit 3-14: System Access Provisioning Checklist below provides a detailed breakdown of access-related tasks, their descriptions, and the responsible parties for execution. This structured approach guarantees that all new employees receive the appropriate access while maintaining system security and regulatory compliance.

ACCESS TASK	DESCRIPTION	OWNER
Corporate Email Setup	Create and activate the first.last@automated-health.com email.	IT Team
VPN & Remote Access	Configure a VPN client for secure remote work.	IT Team
User Directory Inclusion	Add to the UOC staffing list & internal directories.	HR / IT
Jira Access Request	Submit a Jira ticket for system permissions.	Manager / IT
Approval Workflow	Verify background screening, staffing list entry, and Jira request approval.	Contract Manager
SSO & Identity Setup	Register in ForgeRock for enterprise access.	IT Security
FX Enterprise Portal Access	Allow self-service role requests for FX applications.	New Hire / IT
Multi-Factor Authentication (MFA)	Enforce MFA setup for security compliance.	IT Security
Specialized Access Provisioning	Request additional system access based on job role (Genesys, analytics tools, etc.).	Hiring Manager

Exhibit 3-14: System Access Provisioning Checklist

The organization follows a structured access approval workflow to ensure all new hires receive the necessary system permissions while maintaining FX UOC's strict security policies and compliance requirements. This process involves multiple verification and approval steps, preventing unauthorized access and reinforcing operational security.

Access Approval & Credentialing Flow:

This workflow details the steps required to grant new hires access to FX UOC systems, illustrating how access requests and approvals move between HR, IT, the new employee, and management. The structured process ensures all required permissions are granted in a controlled and auditable manner.

- **Verification & Request Submission**: The new hire's access needs are determined, and an official access request is submitted.
- **Approval & Authorization**: Management reviews and authorizes access based on job role, security policies, and compliance requirements.
- **Credentialing & Provisioning**: IT provisions system access upon approval, ensuring adherence to security best practices and least privilege principles.

Exhibit 3-15: Access Approval & Credentialing Workflow visually represents the key steps in the access approval process, illustrating how access requests are initiated, reviewed, and

granted. It highlights the interactions between HR, IT, managers, and new hires, ensuring that all credentialing follows FX UOC's security policies and compliance requirements.

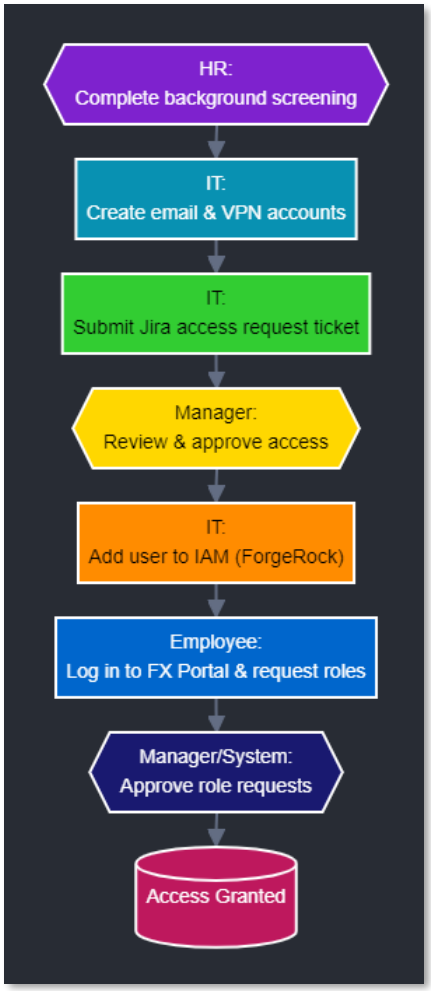

Exhibit 3-15: Access Approval & Credentialing Workflow

Exhibit 3-16: System Access Request & Approval Workflow

below provides a step-by-step visualization of how access requests are initiated, reviewed, and approved. It illustrates FX UOC's systematic approach to enforcing secure, role-based access control, ensuring new employees receive appropriate permissions while maintaining compliance with security policies.

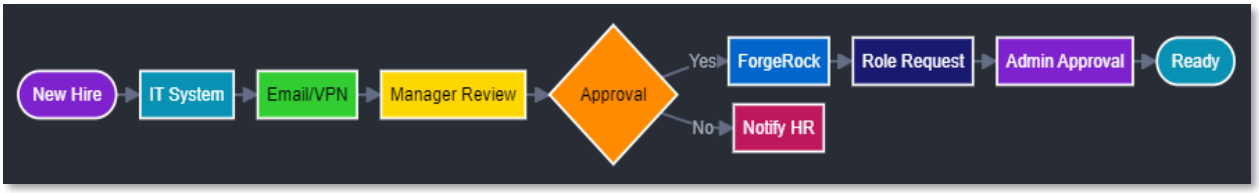

Exhibit 3-16: System Access Request & Approval Workflow

3.4.2.3 Initial Training, Orientation & Compliance

This stage introduces the new employee to the organization's policies, culture, and team while also covering mandatory compliance training:

- **HR orientation**: The new hire attends an HR-led orientation covering fundamental employment information and policies. This instructor-led session (often via the Learning Management System) walks through the employee handbook, company policies, and procedures on topics like timekeeping, attendance, workplace conduct, and safety. New hires receive comprehensive guidance on accessing payroll and benefits through the company's HR systems. They also receive support in understanding performance management processes and clear expectations regarding attendance and behavior.
- **Business & leadership overview**: New hires also participate in a broader organizational orientation (often led by senior leadership) to learn about AHS's business structure and the UOC project's context. This includes a high-level corporate overview (company history, services, how the UOC fits into FX contracts) and a review of the organizational chart. Management teams are introduced with explanations of each department's role, so the employee understands the leadership structure and how different teams collaborate. The goal is to give newcomers insight into the company's mission, values, and where their role fits into the bigger picture.
- **Mandatory compliance training**: As part of initial training, the new hire must complete required compliance modules to meet regulatory and security obligations. This typically involves completing HR and privacy/security trainings, such as signing the AHS Confidentiality Statement, acknowledging insider threat and personnel security policies, and taking the mandatory Health Insurance Portability and Accountability Act (HIPAA) training. As part of UOC's compliance policies, new hires are required to complete HIPAA training within their initial onboarding period to align with security and privacy best practices.
- **Team introduction and role alignment**: The new hire's direct team also plays a role in onboarding. Typically, on the first day or first week, the hire meets with their supervisor and team members to be introduced and to review their specific role responsibilities. For example, managers will schedule one-on-one meetings to discuss the individual's job duties, performance expectations, and initial assignments. This step helps align the new hire with their role and gives them a chance to understand how their work will contribute to team objectives. It also provides an early opportunity to ask questions about day-to-day practices and priorities.

To ensure a structured and comprehensive onboarding experience, FX UOC follows a phased approach to new hire training. The table below outlines new employees' key training components, including HR orientation, business overview, compliance training, and role-specific onboarding. Each component is designed to familiarize new hires with company policies, regulatory requirements, and team expectations, ensuring a smooth transition into their roles.

Exhibit 3-17: Initial Training, Orientation & Compliance provides an overview of the essential training elements, their descriptions, and the responsible parties facilitating each phase.

Training Component	Description	Responsible Party
HR Orientation	Covers company policies, payroll, benefits, and workplace expectations.	HR Team
Business & Leadership Overview	Introduces company structure, UOC project, and leadership roles.	Senior Management
Mandatory Compliance Training	Includes HIPAA, data security, confidentiality policies, and insider threat training.	Compliance & Security Team
Team Introduction & Role Alignment	New hire meets team, reviews job responsibilities, and aligns expectations.	Hiring Manager & Direct Supervisor

Exhibit 3-17: Initial Training, Orientation & Compliance

The new hire orientation process follows a structured workflow to ensure employees receive the necessary training, compliance education, and team integration. This process is designed to introduce employees to the FX UOC work environment, expectations, and operational policies in a clear and systematic manner.

Exhibit 3-18: New Hire Orientation Workflow below visually represents the step-by-step process from HR-led orientation sessions to compliance training completion and team integration. This workflow ensures all new employees receive the foundational knowledge required to perform their roles effectively while adhering to regulatory and security requirements.

3.4.2.4 Facility Orientation & Physical Security Access

A critical component of the onboarding process is the comprehensive facility tour, which familiarizes new hires with the physical workspace and security protocols.

- **Secure Access Areas**: New hires must understand that different floors have restricted access based on team assignments, with each employee granted appropriate permissions for their role.
- **Building Navigation**: The tour systematically covers break rooms, vending machines, bathrooms, and emergency exits using the *Emergency Exit* and *Break Areas Map* as a reference tool.

3.4.2.5 Facility Tour & Badge Office Procedures

The facility tour culminates at the *Badge Office*. This final stop in the facility orientation is a critical security checkpoint where:

- **Badge Issuance & Testing**:

- The facility tour concludes at the Badge Office, where official identification badges are issued, tested, and distributed to new hires.
- Each badge must be tested to verify proper functioning with the building's security access system.
- New hires receive a demonstration of how to use their badge to access authorized areas.

- **Security Access Levels**:
  - Staff explain that different floors and areas have restricted access based on team assignments and security clearance.
  - Each badge is programmed with specific access permissions aligned with the employee's role and requirements.
- **Badge Support Contact Information**:
  - New hires receive contact information for badge-related issues or access problems.
  - Instructions are provided for reporting lost or damaged badges according to security protocols.

This badge issuance process ensures all new employees have the proper credentials to navigate the facility securely while understanding the importance of physical security within the FX UOC environment.

Exhibit 3-18: New Hire Orientation Workflow

Exhibit 3-19: Training & Assessment Lifecycle diagram illustrates the ongoing cycle of training, evaluation, and feedback for new hires. It highlights how initial orientation transitions into job-specific training, followed by periodic assessments to measure proficiency. Based on these evaluations, employees may receive additional coaching or refresher training to ensure continued development and compliance with organizational standards. This structured approach supports employee growth and operational excellence, reinforcing that training is not a one-time event but an evolving process.

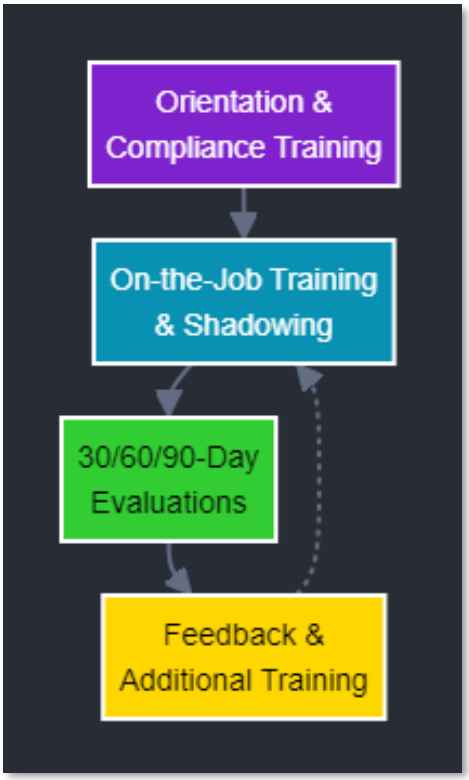

Exhibit 3-19: Training & Assessment Lifecycle

3.4.2.6 ROLE-SPECIFIC TRAINING & HANDS-ON DEVELOPMENT

After the initial orientations, this stage focuses on developing the new hire's competence in their position's actual tools, systems, and tasks. Training during this stage is often more hands-on and role-specific:

- **Hands-on systems training**: The new hire receives training on the core systems and workflows they will use in their job, often through guided practice. Trainers or team leads provide a detailed walkthrough of daily operations, showing step-by-step instructions on how to use FX platforms and related tools. New hires may work through job aids or simulations – for example, scenario-based exercises or case studies – that let them practice using software and following procedures in a controlled setting. This practical training builds confidence in using UOC's systems (such as any proprietary FX applications or databases) and following standard operating procedures.
- **Shadowing and coaching**: UOC pairs new hires with experienced team members or supervisors for on-the-job training and mentorship. Initially, the new hire observes their mentor performing key tasks ("shadowing"). Over time, they gradually transition into performing tasks under close supervision. These supervisor-led coaching sessions give the new hire real-world experience while providing a safety net for questions or corrections. The mentor can demonstrate best practices, answer daily workflow questions, and model the quality and efficiency standards expected in the role.

- **Knowledge assessments**: Throughout the training phase, the new hire's understanding is checked through informal quizzes, knowledge checks, or practical assessments. For instance, after training modules or hands-on drills, the trainer may administer a short quiz or have the new hire perform a task to verify they can apply what they learned. These assessments help confirm that the employee is absorbing key job knowledge and can perform critical procedures correctly. Any gaps identified can be addressed with additional instruction or practice. All completion of training modules and assessment results are documented for compliance records and to track progress.
- **Feedback loops**: Regular feedback is built into the training process. New hires are encouraged to ask questions and discuss challenges with their mentor or supervisor; likewise, mentors provide constructive feedback on performance. During this phase, supervisors and team leads may gather input from new hires and mentors to assess onboarding effectiveness. This two-way feedback helps to promptly resolve any skill or knowledge issues and can inform if the training approach needs adjustment for that individual. It also makes the new hires feel supported as they ramp up. Managers may hold brief weekly check-ins during training to address concerns and ensure the new hire is on track.

To ensure new hires gain the necessary skills and confidence in their roles, FX UOC incorporates a structured training framework. This framework integrates hands-on learning, mentorship, and performance assessments to support workforce development.

Exhibit 3-20: Role-Specific Training Components below outlines the key elements of this training approach, highlighting their purpose and the methodologies used to deliver effective learning experiences.

TRAINING COMPONENT	PURPOSE	METHODOLOGY
Hands-on Systems Training	Familiarize new hires with core tools and workflows	Guided practice, simulations, and job aids
Shadowing & Coaching	Provide real-world experience with supervision	Paired mentorship, observation, and task execution
Knowledge Assessments	Validate competency in job-specific skills	Quizzes, scenario-based evaluations, and task demonstrations
Feedback Loops	Improve performance and address knowledge gaps	Weekly check-ins, mentor/supervisor guidance

Exhibit 3-20: Role-Specific Training Components

To facilitate progressive skill development and ensure new hires are equipped for their roles, FX UOC follows a structured training workflow. This approach incorporates guided system training, mentorship, assessments, and feedback loops to reinforce learning and measure proficiency.

Exhibit 3-21: Role-Specific Training & Development Workflow below illustrates the step-by-step process that new hires follow as they transition from initial training to full job proficiency.

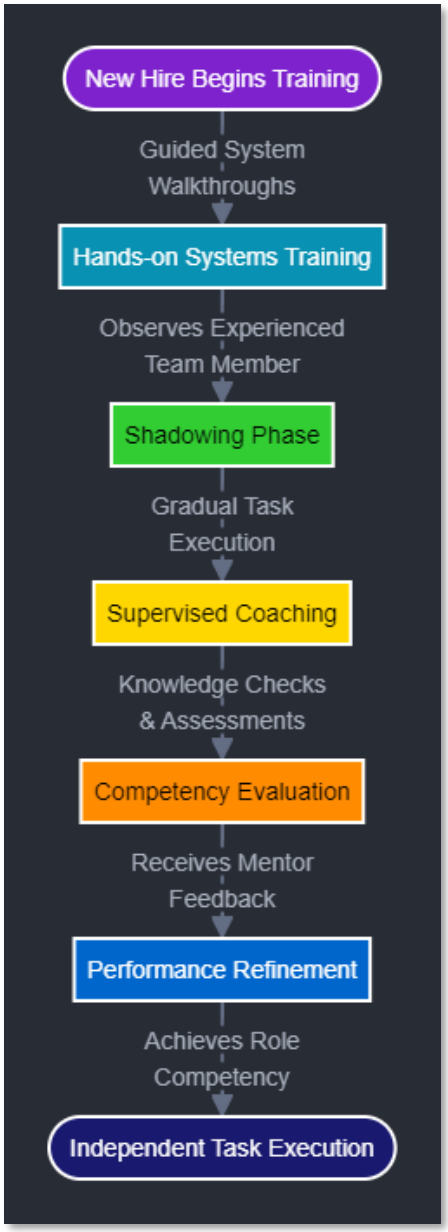

Exhibit 3-21: Role-Specific Training & Development Workflow

3.4.2.7 POST-ONBOARDING EVALUATION & CONTINUOUS DEVELOPMENT

The onboarding process does not end the moment initial training is done—this stage involves evaluating the new hire's performance after they have been on the job for a while and providing continued development.

- **Scheduled performance check-ins**: New hire performance assessments occur at regular intervals, allowing supervisors to evaluate adaptation to the role and address emerging concerns. At these milestones, the supervisor reviews the employee's performance and understanding of their duties, ensuring the person meets expectations or identifies areas where they might be struggling. These early evaluations are key to catching issues while they can still be corrected with extra support.
- **Feedback collection**: Periodic reviews are also an opportunity to gather feedback from the new hire about the onboarding experience and any challenges they face. Supervisors solicit the new hire's perspective as well as the mentor's input on the employee's progress. This open feedback loop allows the organization to understand the new hire's comfort level and address any remaining questions or training needs. For example, additional coaching can be provided if a new hire feels unsure about an advanced process. Feedback from the mentor can validate that the new hire is ready to work more independently or highlight areas for improvement.
- **Additional skill-building**: UOC can offer further resources to support the employee's development based on the evaluations. If any skill gaps are identified, the new hire might be given refresher training or enrolled in follow-up courses. UOC also provides ongoing learning opportunities for all staff, such as periodic refresher courses each quarter or new skill workshops biannually, to reinforce knowledge. Ongoing training programs are available for employees seeking continuous development beyond the onboarding phase.
- **Continuous improvement**: The organization uses insights from each onboarding cycle to refine the process itself. Insights from onboarding experiences may inform periodic updates to training materials and procedures. For example, if multiple new hires were confused about a certain policy, that orientation section might be clarified for the next session. Training materials and onboarding content are periodically reviewed to align with updated operational or compliance requirements. By evaluating onboarding experiences and employee progress, UOC can identify opportunities for refining training approaches and enhancing future onboarding effectiveness.
- **Refresher Training**: UOC maintains a structured refresher training schedule, with quarterly courses for high-priority operational procedures and biannual courses for specialized skills and processes. These scheduled refresher sessions ensure all staff remain current on procedures, compliance requirements, and best practices, regardless of their initial onboarding date.
- **Audit Process**: UOC implements a systematic audit process to maintain the integrity and relevance of all onboarding materials. These periodic audits review training content, documented procedures, and onboarding workflows to identify opportunities for enhancement based on technological changes, evolving operational needs, and updated compliance standards. The audit process ensures all documentation remains vendor-neutral, current, and aligned with FX UOC requirements and industry best practices.

3.4.2.8 SECURITY & COMPLIANCE CONSIDERATIONS

Every step of the UOC onboarding process is underscored by strict security and compliance requirements, given the sensitive nature of the data and operations involved. New hires must be thoroughly briefed on these responsibilities to ensure compliance with HIPAA regulations, FX UOC's documented security policies, and applicable data protection requirements.

- **Protection of sensitive data**: UOC handles sensitive and confidential data, requiring new employees to strictly adhere to established data privacy and security policies from the start. Employees receive mandatory training on confidentiality obligations, including regulatory requirements such as HIPAA, where applicable. They sign confidentiality agreements and are introduced to regulations like HIPAA during onboarding to acknowledge their duty to safeguard sensitive information. All staff must adhere to FX UOC's security policies for handling sensitive data, with no exceptions.
- **HIPAA Training Requirements**: All new hires must complete the mandatory HIPAA Computer-Based Training (CBT) module through the Learn Hub LMS, which is a priority component of the onboarding process. This training must be completed before the employee is granted access to Protected Health Information (PHI) systems. Completion of HIPAA training is documented in the employee's training record and verified by supervisors as part of compliance tracking. No exceptions are permitted to this requirement, as it represents a fundamental compliance obligation for all UOC personnel, regardless of their role or direct access to PHI.
- **Security awareness training**: Cybersecurity best practices are emphasized in early training to prevent breaches or compliance violations. New hires complete security awareness training covering identifying phishing attempts, properly handling sensitive data, and password security policies. This ensures compliance with IT security standards and reinforces best practices for protecting FX UOC's digital infrastructure. These topics are essential for maintaining FX UOC's compliance and protecting system integrity. As part of onboarding, employees complete security awareness training to ensure they understand best practices for safeguarding FX UOC systems and data, which aligns with cybersecurity compliance requirements. The company's IT orientation also reviews acceptable use policies, incident reporting procedures, and other security protocols that the employee must follow.
- **Access control and authentication**: UOC follows the principle of least privilege for system access – new hires are only given the minimum access rights necessary for their role. This reduces exposure of sensitive systems or data until the employee has a demonstrated need for broader access. In addition, multi-factor authentication is mandatory on all user accounts and VPN logins. Using MFA and strong password policies adds an extra layer of security in case credentials are compromised, aligning the onboarding with industry best practices for cybersecurity.
- **Data Encryption Protocols**: All FX UOC systems are required to encrypt data in transit using HTTPS (Hyper Text Transfer Protocol Secured) with TLS (Transport Layer Security) 1.2 or higher, and at rest using AES 256-bit encryption. These standards align with federal cybersecurity mandates and protect data throughout its

lifecycle—from system access through storage and transmission. Security compliance audits ensure these protocols are maintained across all infrastructure components.

- **Ongoing compliance and monitoring**: Security and compliance are not a one-time concern during onboarding; they are continuously enforced. UOC's IT and compliance teams oversee adherence to data security policies, monitor system access, and enforce security protocols as part of ongoing compliance efforts. System activity monitoring ensures compliance with security protocols, helping to detect unauthorized access or policy violations across all user accounts. These measures ensure that if any red flags arise (e.g., improper access to data or other policy violations), they are caught and addressed quickly. During onboarding, new hires are made aware that their system use is subject to monitoring and that maintaining compliance is an ongoing job requirement.
- **Accessibility Compliance**: FX UOC is committed to ensuring accessibility across all digital platforms and services. While this document (PD-14b) focuses on operations and onboarding procedures, the specific standards and testing protocols for accessibility compliance—including Section 508 and WCAG 2.1—are detailed in the following deliverables:
  - **PD-8b: FX UOC System Design Requirements**, which outlines accessibility requirements to be embedded during system development
  - **PD-11b: FX UOC Accessibility Testing Procedures**, which describes methods and tools for validating 508/WCAG compliance before deployment

  Operational processes outlined in PD-14b are aligned with the technical and design specifications contained in these documents to support inclusive access across all FX UOC services.

To ensure compliance with regulatory requirements and mitigate security risks, FX UOC provides structured security and compliance training as part of the onboarding process. New hires must complete mandatory training programs covering data protection policies, cybersecurity best practices, and regulatory obligations.

Exhibit 3-22: Security & Compliance Training Components below outline the key training topics, their objectives, and the required completion timelines to reinforce security awareness and adherence to FX UOC policies.

TRAINING AREA	DESCRIPTION
Confidentiality & Data Protection	Overview of HIPAA, PHI security, and FX UOC confidentiality policies.
Cybersecurity Awareness	Phishing recognition, password management, and secure data handling.
Access Control Policies	Least privilege principle, role-based access, and multi-factor authentication (MFA).
Acceptable Use & Incident Reporting	Review of acceptable IT usage policies and procedures for reporting security incidents.

Training Area	Description
Ongoing Compliance Monitoring	Explanation of system monitoring, periodic audits, and employee responsibilities.

Exhibit 3-22: Security & Compliance Training Components

Ensuring security compliance is a critical component of the FX UOC onboarding process. From the moment a new hire joins the organization, strict protocols are in place to enforce data protection policies, system access controls, and regulatory adherence.

Exhibit 3-23: Security Compliance Workflow below illustrates the step-by-step process for integrating security and compliance measures into the onboarding lifecycle, ensuring that all new employees understand and adhere to FX UOC's security policies and regulatory requirements.

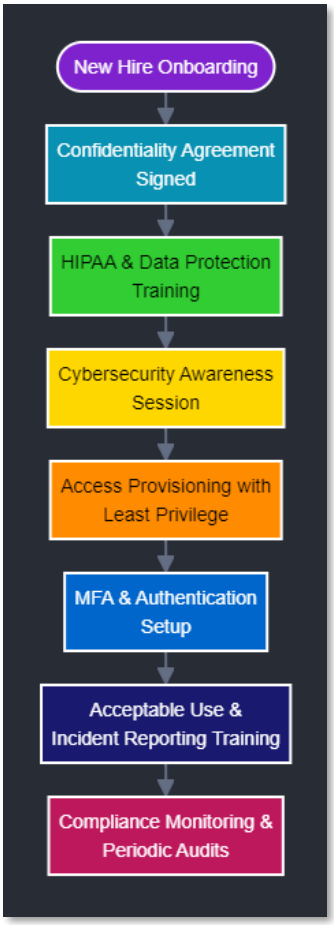

Exhibit 3-23: Security Compliance Workflow

3.4.3 SUMMARY OF TOOLS & PLATFORMS

During onboarding, a new UOC hire is introduced to several key platforms and systems essential for training and daily operations. **Exhibit 3-24: Key Platforms Supporting FX UOC Onboarding & Workforce Integration** provides an overview of these systems, detailing their role in access provisioning, training, collaboration, and operational integration.

Each platform is integral to ensure that new hires have the necessary tools and resources to perform their roles effectively. **Exhibit 3-24: Key Platforms Supporting FX UOC Onboarding & Workforce Integration** table below outlines these platforms and their specific functions in facilitating system access, training, and workforce integration.

PLATFORM/TOOL	ROLE IN THE ONBOARDING PROCESS
Jira	Used for project and request management. During onboarding, Jira tracks onboarding tasks and manages access requests. HR or IT submits Jira tickets to provision new hires' accounts, ensuring all required setup steps (equipment, credentials, and access) are completed systematically.
FX Enterprise Portal	The centralized access request system for UOC tools and applications. After initial credentials are created, new hires log into the FX Enterprise Portal to request additional role-based access (e.g., permissions for specific FX applications). Access requests are routed through an automated approval workflow before final provisioning.
ForgeRock IAM	FX's Identity and Access Management (IAM) platform is used for user authentication and single sign-on (SSO). During onboarding, IT provisions new user profiles in ForgeRock, ensuring credentials are centrally managed and aligned with security policies. This system also facilitates multi-factor authentication (MFA) enforcement and access auditing.
Microsoft Teams	Teams are the primary collaboration and communication platform. During onboarding, it is used for virtual HR orientation, IT setup meetings, and ongoing communication. New hires receive their Teams credentials early, allowing them to access training materials, attend scheduled onboarding sessions, and collaborate with their team. Supervisors ensure that the new hire is added to the appropriate Teams channels and provided with relevant resources.
Genesys	Contact center employees require access to Genesys for handling customer interactions, workforce scheduling, and call monitoring. If the new hire is in a call center role, a Genesys system administrator is responsible for provisioning their access after general IT onboarding is completed. This ensures the new hire can log into their assigned call queues, dashboards, and reporting tools.
Inside AHS Intranet	The primary HR and corporate resource hub provides access to company policies, HR forms, and announcements. New hires are guided through the Inside AHS intranet to locate critical HR tools (e.g., payroll system access via Automatic Data Processing (ADP Workforce Now). This platform serves as the knowledge base for UOC employees during and after onboarding.

PLATFORM/TOOL	ROLE IN THE ONBOARDING PROCESS
Learn Hub (LMS)	FX's Learning Management System (LMS), Learn Hub, is used for mandatory training modules and ongoing professional development. New hires must complete compliance training (HIPAA, security awareness, confidentiality agreements) and any role-specific learning modules through Learn Hub. Training sessions for HR and business orientation are delivered as instructor-led training (ILT) or virtual instructor-led training (VILT) through PowerPoint presentations loaded into the LMS. This standardized delivery method ensures consistent training experiences across all new hires while allowing for proper documentation of training completion within the LMS records. Training progress is tracked, and completion records are maintained for regulatory compliance.
Microsoft Dynamics 365	Dynamics 365 is used to manage case records, knowledge base content, and workflow processes. During onboarding, access to Dynamics is provisioned for roles involving Info Hub content management, case handling, or ticket escalation. Administrators ensure users are assigned the correct roles and entities based on job function.
Power Business Intelligence (BI)	Power BI is used for dashboards and reporting tied to performance, training completion, and onboarding progress. Supervisors and training leads may use Power BI to monitor the completion of Learn Hub modules, system access timelines, and other onboarding metrics critical to operational readiness.

Exhibit 3-24: Key Platforms Supporting FX UOC Onboarding & Workforce Integration

Exhibit 3-25: Access Approval & Credentialing Flow details the steps for granting a new hire access to systems, showing how requests and approvals move between HR, IT, the new employee, and management.

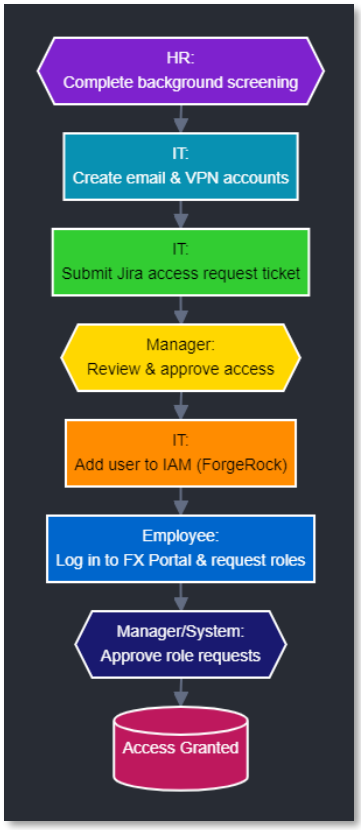

Exhibit 3-25: Access Approval & Credentialing Flow

Exhibit 3-26: Training & Assessment Lifecycle diagram below illustrates the continuous cycle of training and feedback for a new hire, from initial orientation through on-the-job training and periodic evaluations, highlighting that feedback can lead to additional training.

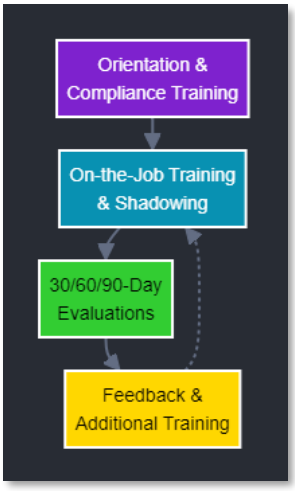

Exhibit 3-26: Training & Assessment Lifecycle

In the Training & Assessment flow above, the dotted line indicates that, based on feedback or evaluation outcomes, a new hire might loop back into further on-the-job training or receive additional coaching, exemplifying continuous development.

3.4.4 Conclusion

The UOC New Hire Training & Onboarding Process is a carefully structured program designed to ensure every new team member is fully integrated and prepared for their role. From understanding HR policies and organizational culture to gaining proficiency in IT systems, each step of onboarding supports a seamless transition into the workforce.

By following this structured approach, UOC can efficiently bring new hires up to speed while maintaining compliance and security standards. Effective onboarding is crucial for the individual employee's success, overall operational continuity, and team performance.

Regular reviews and updates to the onboarding process are conducted to incorporate lessons learned and adapt to evolving requirements, keeping the program effective. For detailed guidelines, checklists, and additional documentation on the onboarding process, refer to the 46.10 **Error! Reference source not found. Error! Reference source not found.** document. This appendix includes structured training materials covering company policies, time and attendance expectations, and essential HR processes, including safety procedures related to inclement weather policies and emergency evacuations to support new-hire integration within the FX UOC framework.

3.5 Self-Guided Learning Operational Process

3.5.1 Overview of Self-Guided Learning

Self-Guided Learning, also referenced in some contexts as *Self-Paced Learning*, is an instructional approach that enables individuals to take responsibility for their learning process. This section outlines how the Unified Operations Center (UOC) fulfills its contractual responsibilities related to self-guided learning, ensuring compliance with training and knowledge management requirements while supporting all stakeholders.

UOC implements this approach through a structured five-step framework designed to deliver accessible, consistent, and measurable training outcomes. This operational process applies to all self-guided training content developed and administered by the UOC, including *Learn Hub* (LMS)-hosted courses, knowledge base resources, and self-service learning tools.

UOC will implement a structured self-guided learning approach based on the following five steps:

Assess Readiness – Evaluate learning needs and learner capabilities

Set Goals – Establish clear, measurable learning objectives

Gather Resources – Develop and integrate training materials

Learn and Apply – Deliver content and facilitate practical application

Reflect and Assess – Evaluate effectiveness and implement improvements

3.5.1.1 DEFINITION & CORE PRINCIPLES

Self-guided learning provides a structured yet adaptable training model, enabling users to assess learning needs, set goals, and apply knowledge in real-world scenarios.:

- **Independently Identify Learning Needs**: Learners assess their knowledge gaps and seek relevant training materials.
- **Set Their Own Learning Goals**: Training is aligned with individual job functions and responsibilities.
- **Curate Learning Resources**: Users engage with various materials, including manuals, job aids, e-learning modules, and simulations.
- **Apply Knowledge in Real-World FX UOC Scenarios**: Training is integrated into daily operations, reinforcing skills through hands-on practice.
- **Continuously Assess & Improve**: Users use feedback loops to measure their progress and refine their learning approaches.

3.5.1.2 BENEFITS OF SELF-GUIDED LEARNING

- **Flexibility**: Learners can complete training at their convenience.
- **Personalization**: Content is tailored to individual needs based on assessment results.
- **Scalability**: Enables a broad range of users to access standardized training.
- **Cost-Efficiency**: Reduces reliance on instructor-led training while maintaining knowledge retention.

With these benefits in mind, UOC implements a comprehensive *Self-Guided Training Framework* that structures self-directed learning resources' development, delivery, and evaluation.

3.5.2 SELF-GUIDED TRAINING FRAMEWORK

3.5.2.1 ASSESS READINESS

The Unified Operations Center (UOC) follows a structured approach to assess learner readiness to ensure that self-guided learning is effective. This step is critical in identifying knowledge gaps, understanding the needs of various learner groups, and establishing measurable evaluation criteria. A well-defined assessment phase ensures that training resources are targeted, relevant, and aligned with operational goals.

The table below, **Exhibit 3-27: Steps to Assess Readiness for Self-Guided Learning**, outlines the key steps in assessing readiness for self-guided learning:

STEP	DESCRIPTION
Identify Training Needs	Conduct data-driven assessments to pinpoint knowledge gaps and performance trends.
Determine Target Audiences	Define the baseline knowledge and specific needs of different learner groups.
Establish Evaluation Criteria	Set threshold scores and completion rate requirements to determine when training objectives are met.

Exhibit 3-27: Steps to Assess Readiness for Self-Guided Learning

By systematically assessing readiness, the UOC ensures that learners are well-prepared to engage in self-guided training. This process helps create tailored learning experiences that meet both individual needs and contractual training requirements, ultimately improving knowledge retention and performance outcomes.

While **Exhibit 3-27** outlines the key steps in assessing readiness, the workflow below **Exhibit 3-28: Readiness Assessment Workflow for Self-Guided Learning** visually represents how these steps are interconnected. This diagram illustrates the logical flow from identifying training needs to determining target audiences and establishing evaluation criteria. Following this structured approach, the UOC ensures that learners are adequately prepared before engaging in self-guided training.

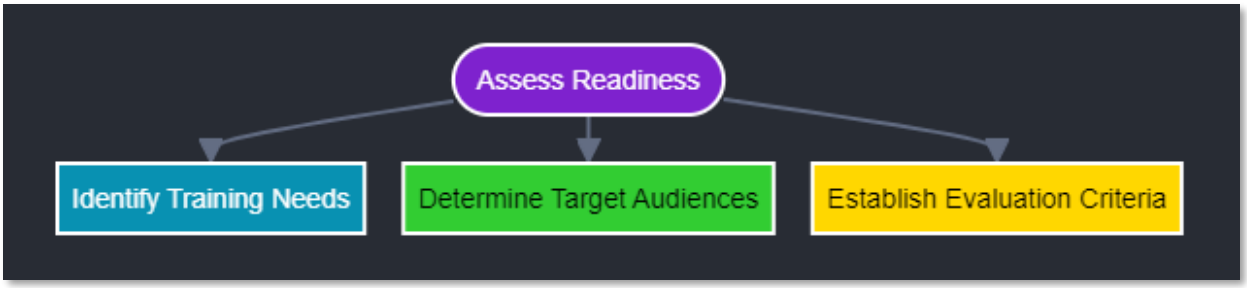

Exhibit 3-28: Readiness Assessment Workflow for Self-Guided Learning

This structured workflow ensures learners are properly assessed before engaging in self-guided training, allowing for more effective and personalized learning experiences.

Once learner readiness has been thoroughly assessed, the next critical step is establishing clear, measurable learning objectives to guide the training process.

3.5.2.2 SET GOALS

After assessing readiness, the next critical step in self-guided learning is defining clear and measurable learning goals. These goals ensure that training content is structured around learner needs and operational objectives.

Setting goals involves two primary components:

- Developing Learning Objectives that provide a clear roadmap for learners.
- Aligning Objectives with UOC's Operational and Customer Service Goals to ensure training relevance.

The following table, **Exhibit 3-29: Steps to Define Learning Goals for Self-Guided Learning**, outlines these key steps in setting effective learning goals:

STEP	DESCRIPTION
Develop Learning Objectives	Create measurable learning goals aligned with user needs and contractual training requirements.
Align with Operational Objectives	Ensure learning goals support broader UOC operational and customer service objectives.

Exhibit 3-29: Steps to Define Learning Goals for Self-Guided Learning

Establishing well-defined learning goals is critical for the success of self-guided training. These goals provide a structured framework, ensuring that training aligns with user needs while meeting contractual and operational requirements. By setting clear objectives, the UOC enhances learner engagement, knowledge retention, and overall workforce effectiveness.

While **Exhibit 3-29** outlines the key steps in setting learning goals, the diagram below, **Exhibit 3-30: Learning Goal-Setting Workflow for Self-Guided Learning,** visually represents how these steps are connected. This workflow illustrates the structured process from defining learning objectives to aligning them with UOC operational goals.

Following this approach, UOC ensures that self-guided training remains goal-driven, targeted, and aligned with learner needs and broader performance objectives.

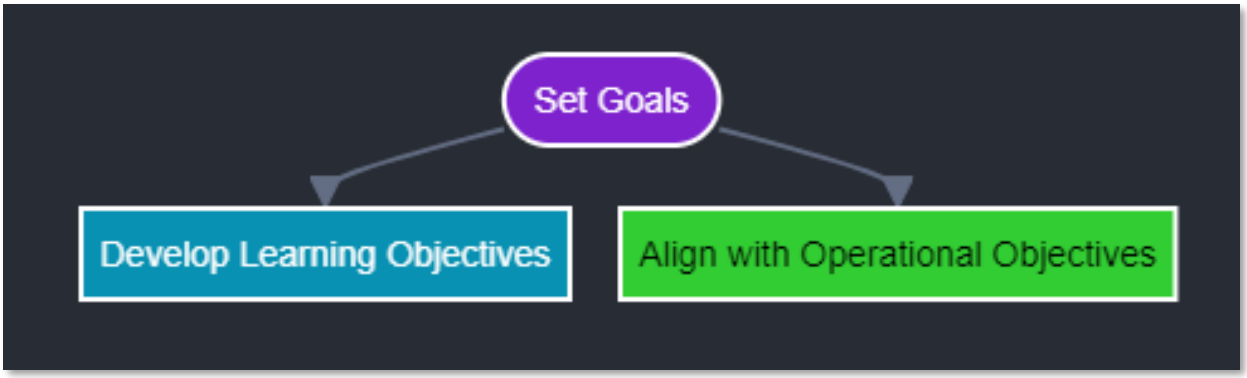

Exhibit 3-30: Learning Goal-Setting Workflow for Self-Guided Learning

Clearly defined learning goals serve as the foundation for effective self-guided learning. This workflow ensures that all training objectives are structured, measurable, and aligned with operational priorities, enabling learners to engage with relevant and impactful content.

With learning goals established, the focus shifts to developing and assembling the training materials and resources necessary to support those objectives.

Once learning goals are clearly defined, the next step in self-guided learning is to gather, develop, and integrate training resources. This step ensures that learners have access to high-quality, structured, and accessible materials that support independent learning.

The process of gathering resources involves:

- Developing Training Materials such as manuals, videos, and interactive modules.
- Integrating Content into Learning Systems to ensure availability and tracking.
- Ensuring Accessibility to meet compliance requirements and support diverse learner needs.

The following table, **Exhibit 3-31: Steps to Gather and Integrate Training Resources for Self-Guided Learning**, outlines the structured approach to gathering resources for self-guided learning:

3.5.2.3 GATHER RESOURCES

STEP	DESCRIPTION
Develop Training Materials	Create manuals, job aids, videos, webinars, and interactive modules tailored to identified learning objectives.
Integrate into Systems	Incorporate training content into the Learn Hub (LMS) and Knowledge Management System (KMS) Info Hub.

Ensure Accessibility	Incorporate multi-language support and adhere to Web Content Accessibility Guidelines (WCAG) standards and UOC's established accessibility policies. Compliance is monitored through periodic accessibility audits and content validation reviews to ensure that training materials meet industry and internal standards.

Exhibit 3-31: Steps to Gather and Integrate Training Resources for Self-Guided Learning

A well-structured and accessible resource library is essential for successful self-guided learning. By systematically developing and integrating training materials into Learn Hub and Info Hub platforms, the UOC ensures learners can access relevant, high-quality content anytime, anywhere.

Exhibit 3-32: Training Resource Development and Integration Workflow visually represents the process of developing and integrating training resources, ensuring alignment with Learn Hub and Info Hub accessibility policies.

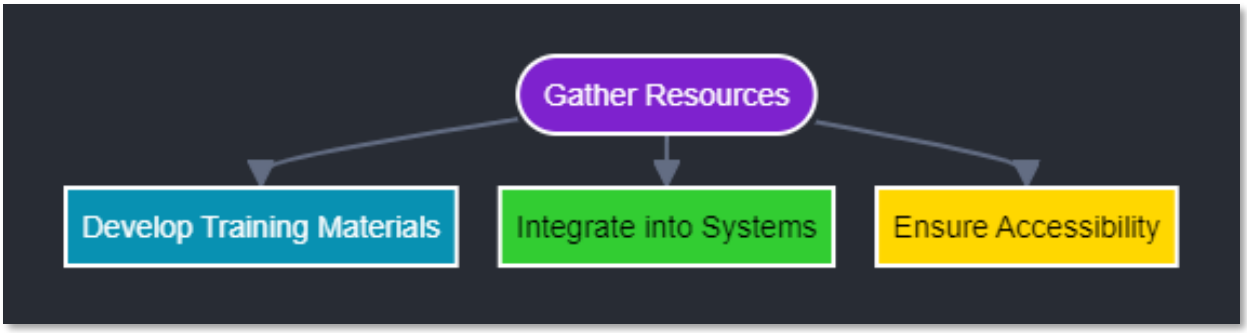

Exhibit 3-32: Training Resource Development and Integration Workflow

A structured resource development and integration workflow ensures that self-guided learning materials remain organized, accessible, and compliant with training requirements. By streamlining content creation and deployment within the Learn Hub and Info Hub, the UOC maximizes training effectiveness and ensures that users can engage with high-quality learning resources at their convenience.

Once comprehensive learning resources are in place, the next critical phase is to ensure learners can effectively engage with and apply the knowledge in practical contexts.

With learning resources in place, the next step in the UOC's self-guided training framework is to ensure effective knowledge application. Self-guided learning is most impactful when learners engage with diverse training formats, apply their knowledge in real-world scenarios, and reinforce concepts through interactive elements.

This phase ensures learners are actively involved in their training rather than passively consuming information. The table below, **Exhibit 3-33: Key Methods for Applying Self-Guided Learning**, outlines the key components of applying self-guided learning effectively:

3.5.2.4 LEARN AND APPLY

STEP	DESCRIPTION
Deliver Diverse Content	Offer on-demand e-learning modules, simulations, and decision trees.
Provide Self-Service Tools	Enable users to interact with training content and apply knowledge to real-world scenarios.
Incorporate Interactive Elements	Include quizzes, case studies, and role-based learning paths, aligning with commonly recognized instructional design principles, such as scenario-based learning and active learning methodologies.

Exhibit 3-33: Key Methods for Applying Self-Guided Learning

Ensuring learners can actively apply training content is critical for retention and performance improvement. The next exhibit will illustrate how these elements interact within the broader Learn and Apply workflow.

Exhibit 3-34: Self-Guided Learning Application Workflow illustrates the self-guided learning workflow, demonstrating the transition from content delivery to interactive learning and practical application.

By implementing this structured approach, the UOC ensures learners move beyond passive content consumption to actively engaging with training materials, practicing skills, and applying knowledge to real-world scenarios.

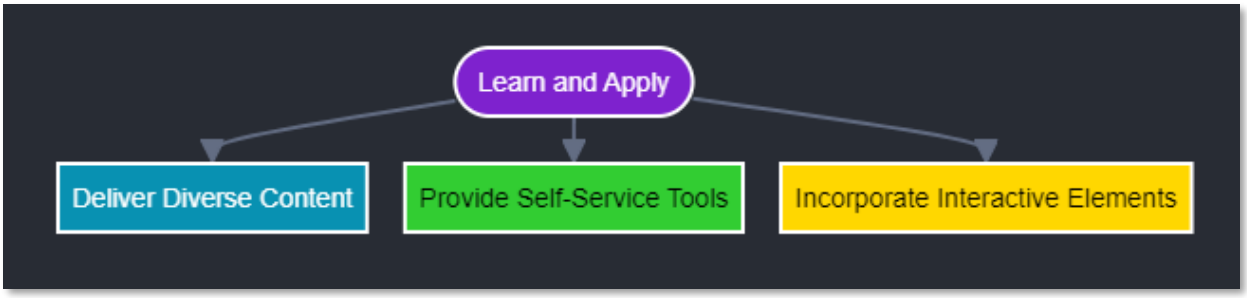

Exhibit 3-34: Self-Guided Learning Application Workflow

A well-structured learning application process is essential for effective self-guided training. By integrating diverse content, self-service tools, and interactive learning elements, the UOC maximizes learner engagement and knowledge retention. This structured approach ensures that training is dynamic, relevant, and aligned with operational performance goals.

To ensure self-guided learning meets contractual requirements and operational objectives, the UOC has established clear success metrics and compliance standards that guide the evaluation process.

3.5.3 Success Metrics & Compliance

Training effectiveness will be measured using the following criteria:

Per contractual requirements, the UOC measures self-guided learning effectiveness using predefined success metrics and compliance benchmarks. These metrics evaluate training impact and ensure continuous alignment with operational goals.

Success is measured across several key areas:

- Completion Rates to track learner participation.
- Assessment Scores to evaluate knowledge retention.
- Documentation & Reporting to maintain compliance.
- Content Relevance & Updates to ensure training remains current.
- User Engagement to assess the effectiveness of self-service functionalities.

The table below, **Exhibit 3-35: Key Success Metrics and Compliance Requirements for Self-Guided Learning**, outlines the key success metrics and target requirements for self-guided learning:

Metric	Target Requirement
Completion Rates	Per contractual requirements, a minimum 80% completion rate is required for self-paced training.
Assessment Scores	Per contractual requirements, a minimum 70% passing score is required on applicable assessments.
Documentation	Annual Learn Hub (LMS) reports documenting training participation and compliance.
Content Relevance	Quarterly training evaluations and updates to maintain content accuracy.
User Engagement	Self-service functionalities will be monitored to track user engagement, inquiries, and success rates in resolving issues independently.

Exhibit 3-35: Key Success Metrics and Compliance Requirements for Self-Guided Learning

By establishing clear and measurable success criteria, UOC ensures that self-guided learning remains effective, accountable, and continuously evolving. These metrics track learner progress and compliance and serve as a foundation for ongoing improvement of training strategies.

UOC implements a structured approach to evaluating and refining self-guided learning programs based on these established metrics.

3.5.3.1 REFLECT AND ASSESS

UOC is responsible for evaluating and refining self-guided learning. Periodic assessments measure learning effectiveness, and data-driven insights inform updates to training materials, ensuring continued alignment with operational objectives and training goals.

This evaluation process consists of two key components:

- Measuring Training Effectiveness through completion rates, assessments, and learner feedback.
- Implement continuous improvement based on performance data to enhance training quality.

The table below, **Exhibit 3-36: Evaluating and Enhancing Self-Guided Learning Effectiveness**, presents key steps for evaluating and refining self-guided learning effectiveness:

STEP	DESCRIPTION
Evaluate Effectiveness	Use completion rates, assessment scores, and user feedback to measure training success.
Implement Continuous Improvement	Analyze training performance data to refine and enhance training materials.

Exhibit 3-36: Evaluating and Enhancing Self-Guided Learning Effectiveness

A well-defined evaluation process ensures that self-guided learning remains effective, relevant, and continuously evolving. By systematically measuring learning outcomes and making data-driven improvements, the UOC enhances training quality and learner success.

While **Exhibit 3-36** outlines the key steps in evaluating and improving self-guided learning, the diagram below, **Exhibit 3-37: Self-Guided Learning Evaluation and Continuous Improvement Workflow**, visually represents how these steps interconnect.

This workflow illustrates the cyclical process of assessment and refinement, ensuring that training programs remain effective, adaptive, and aligned with learner needs. UOC continuously enhances training quality by following this structured approach, leveraging performance data and user feedback to drive ongoing improvements.

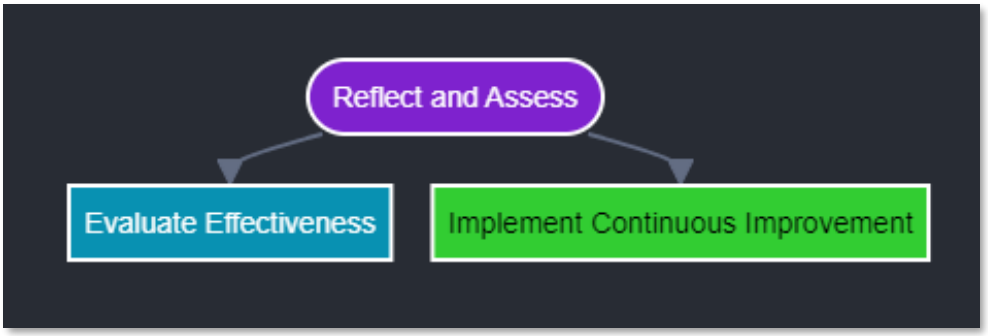

Exhibit 3-37: Self-Guided Learning Evaluation and Continuous Improvement Workflow

Evaluating and refining self-guided learning ensures training remains effective and up to date. UOC enhances learner engagement, knowledge retention, and operational efficiency by measuring learning outcomes and analyzing performance data.

Beyond assessment and refinement, UOC provides ongoing support mechanisms and implements continuous improvement strategies to ensure self-guided learning remains effective over time.

3.5.4 Continuous Improvement & Support

To maintain training effectiveness and learner engagement, UOC has established a framework for continuous improvement and ongoing support. This ensures that self-guided learning evolves over time, incorporating feedback and best practices to meet the changing needs of learners.

Continuous improvement is achieved through commonly recognized support mechanisms in self-guided learning and the iterative refinement of training materials. These strategies include:

- Collaborative learning opportunities, such as online forums and peer discussions, are widely used in Self-Guided Learning environments.
- Direct access to trainers for additional guidance, aligning with best practices for blended learning models.
- Regular feedback collection through post-training surveys is consistent with industry-recognized methodologies for continuous improvement.
- Joint Application Development (JAD) sessions are conducted to refine training topics and delivery methods in alignment with operational requirements. These sessions provide a structured forum for evaluating and enhancing training effectiveness based on system functionality and learner needs.

Exhibit 3-38: Continuous Improvement and Support Mechanisms for Self-Guided Learning outlines the key support mechanisms that drive continuous improvement in self-guided learning:

SUPPORT MECHANISM	DESCRIPTION
Online Forums & Peer Discussions	Provides learners with collaborative learning opportunities, aligning with industry best practices for Self-Guided Learning environments.
Instructor Consultations	Enables direct access to trainers for additional support.
Feedback Collection	Gathers user feedback via post-training surveys.
Stakeholder Collaboration	Conducted Joint Application Development (JAD) sessions to refine training topics and methods.

Exhibit 3-38: Continuous Improvement and Support Mechanisms for Self-Guided Learning

Joint APPLICATION Development (JAD) sessions are a critical collaborative mechanism for refining self-guided training content. During these structured workshops, subject matter experts, trainers, and system users work together to:

- Identify gaps in existing training materials based on operational feedback
- Prioritize training topics that require updates based on system changes or user needs
- Develop scenario-based examples that reflect real-world use cases
- Validate that training content accurately reflects current workflows and system functionality

JAD sessions are typically conducted quarterly or following significant system updates, ensuring training materials remain technically accurate, operationally relevant, and aligned with user needs. These collaborative sessions ensure that self-guided learning content continuously evolves to support current operational requirements and future enhancements to the UOC environment.

Self-guided learning remains relevant and effective through structured support mechanisms and continuous improvement. UOC is responsible for overseeing training updates and ensuring alignment with operational goals. This iterative approach fosters a culture of ongoing learning and adaptation, ultimately enhancing knowledge retention and workforce performance. Additionally, this structured approach ensures that self-guided learning resources align with UOC's contractual obligations while fostering an effective, learner-centered experience. UOC's commitment to continuous adaptation ensures that self-guided learning remains effective, relevant, and aligned with evolving training best practices.

3.5.5 CONCLUSION

The UOC's structured approach to self-guided learning ensures that training is not only flexible and accessible but also measurable, interactive, and continuously improving. Through a five-step framework of *Assess Readiness*, *Set Goals*, *Gather Resources*, *Learn and Apply*, and *Reflect and Assess*, learners progress from initial evaluation to content engagement and application, ensuring they develop the necessary skills and knowledge to perform their roles effectively.

To maintain high training standards and compliance, the UOC leverages data-driven evaluation methods to track learner progress, assess content effectiveness, and implement ongoing refinements. This ensures that training materials remain relevant, engaging, and aligned with operational goals. Additionally, robust learner support mechanisms, such as online forums, instructor consultations, and stakeholder collaboration, further enhance the self-guided learning experience.

By establishing clear success metrics, compliance benchmarks, and continuous improvement strategies, the UOC fosters a dynamic and learner-centered training environment. This enhances workforce readiness and supports the long-term effectiveness of self-guided learning as a scalable and efficient training model.

3.6 FX UOC Instructor-Led Training Process

3.6.1 Purpose & Overview

UOC's Instructor-Led Training (ILT) Program is a structured learning initiative designed to provide high-quality, interactive training tailored to employee roles. Unlike self-paced eLearning, ILT offers live instruction—delivered either virtually or in-person—ensuring employees receive direct engagement, real-time feedback, and hands-on learning opportunities.

Key objectives of UOC's ILT program include:

- **Standardized Training Delivery** – Ensuring consistent, high-quality training across all operational teams.
- **Compliance & Best Practices** – Meeting contractual training requirements while aligning with industry best practices and regulatory standards.
- **Interactive & Engaging Learning** – Encouraging real-time interaction between trainers and participants through Q&A sessions, hands-on activities, and personalized coaching.

Exhibit 3-39: ILT Training Overview Workflow below provides a structured, high-level visualization of the end-to-end ILT process, detailing each critical phase—from training request submission and approval to session execution, evaluation, and continuous improvement. This workflow ensures that all ILT sessions follow a standardized approach, aligning with UOC training policies, contractual obligations, and compliance mandates to deliver consistent, high-quality instruction.

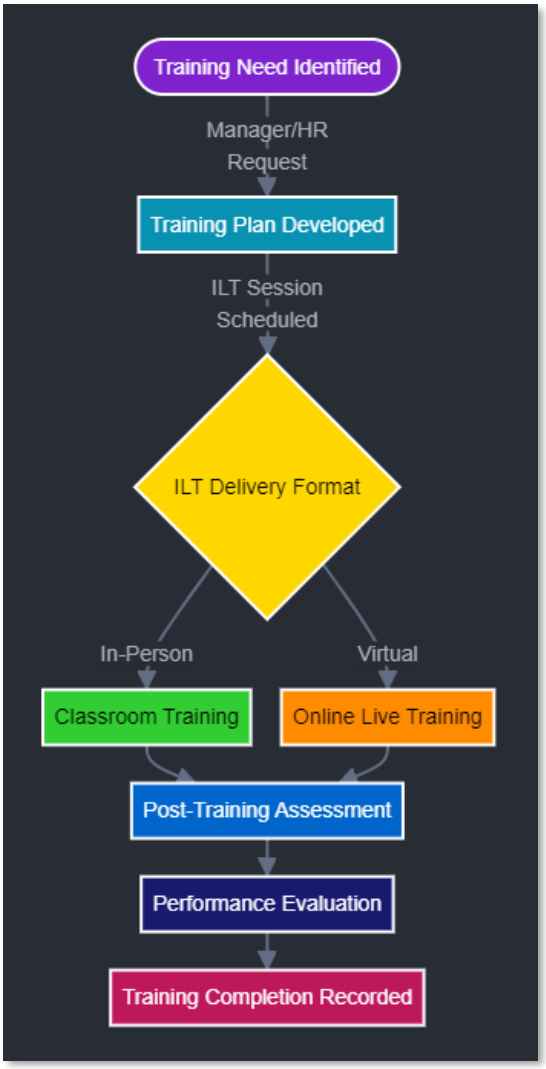

Exhibit 3-39: ILT Training Overview Workflow

3.6.2 CONTRACTUAL REQUIREMENTS

UOC's Instructor-Led Training (ILT) program operates under defined contractual obligations that establish clear expectations for trainer competency, instructional effectiveness, compliance, and continuous improvement. These requirements ensure training consistency, adherence to industry best practices, and alignment with agency-approved methodologies:

- **Trainer Competency & Skills** – Instructors must demonstrate subject-matter expertise and possess effective training delivery skills to engage participants. Trainers are expected to apply interactive instructional techniques that foster knowledge retention and ensure learner engagement.
- **Training Approach** – ILT sessions must incorporate adult learning methodologies to optimize knowledge retention. Structured onboarding processes—including onboarding

checklists, knowledge retention assessments, and operational readiness validation—must be implemented to confirm preparedness for live operations.

- **Performance Monitoring & Remediation** – ILT effectiveness is measured through structured evaluations, performance assessments, and remediation processes. Trainers who do not meet instructional effectiveness benchmarks or demonstrate gaps in content delivery are required to undergo corrective coaching and additional competency training. Likewise, employees requiring reinforcement receive targeted re-training to ensure knowledge retention.
- **Employee Satisfaction & Continuous Improvement** – A standardized training process is applied across UOC vendor personnel. Training completion records include items such as attendance logs, assessment results, and signed forms. To support continuous improvement, employee satisfaction, and training effectiveness are periodically assessed, and the results are used to inform updates to training content, delivery methods, and engagement strategies.
- **Quality Assurance Integration** – The training program requires formal, documented coordination between Quality Assurance (QA) and training staff to ensure continuous improvement in training effectiveness and content relevance.
- **Staff Qualification Verification** – All UOC Vendor staff must complete required training and pass applicable tests as defined in the Agency-approved Training Approach and Plan before they are permitted to provide services under the Contract.

UOC's ILT program adheres to contractual obligations that outline specific requirements for instructor competency, training frequency, documentation, and compliance monitoring. These requirements ensure that ILT sessions meet the highest industry standards and regulatory expectations.:

- **Training Frequency & Scope** – Defining session frequency, instructional depth, and subject coverage based on operational requirements.
- **Trainer Credentials & Compliance** – Verifying that all trainers meet required industry qualifications and contractual competency standards before conducting ILT sessions.
- **Training Documentation & Compliance Monitoring** – Maintaining comprehensive training records to track session delivery, learner participation, assessment results, and compliance status.

Exhibit 3-40: ILT Contractual Compliance Matrix below outlines the key ILT contractual requirements and the corresponding compliance measures that ensure alignment with UOC training standards, agency regulations, and performance expectations. This matrix provides a structured reference for tracking training obligations, instructor qualifications, content updates, and quality assurance measures, ensuring that all ILT sessions meet contractual and regulatory mandates.

REQUIREMENT	COMPLIANCE MEASURE

Training Frequency	ILT sessions must be conducted per contractual schedules
Trainer Qualifications	Instructors must meet UOC-defined expertise standards.
Attendance Documentation	Session attendance logs are required for compliance audits.
Post-Training Evaluation	Attendee assessments ensure knowledge retention.

Exhibit 3-40: ILT Contractual Compliance Matrix

3.6.3 Training Approach & Plan

UOC's Instructor-Led Training (ILT) program follows a structured approach that incorporates standardized methodologies, content management, and multiple delivery formats to meet contractual compliance and ensure training effectiveness.

The Training Approach and Plan follow the structure outlined in PD-13c, including:

- **Standardized Formatting and Consistency** – All training materials maintain consistent slide deck and document formatting, with standardized terminology, acronyms, and formatting to ensure a unified learning experience.
- **Training Needs Analysis** – A structured analysis tool is employed to identify different audience segments, their varied learning styles, and specific training requirements before developing targeted content.
- **Evaluation Methodology** – A formal training evaluation approach is implemented to measure knowledge retention, skill application, and overall training effectiveness.
- **Annual Review Requirement** – The Training Approach and Plan undergoes mandatory annual updates or as otherwise directed by the Agency. Updated plans must be submitted for approval within 60 calendar days prior to the start date of each fiscal year.

Key Training Plan Components:

- **Training Materials & Updates** – All training content must be pre-approved by the Agency, reviewed quarterly, and updated as necessary to maintain accuracy and relevance.
- **Instructor-Led Training (ILT) Mandate** – ILT training delivery must align with the Training Approach and Plan stipulated in *PD-13: Organizational Change Management Plan*, ensuring that all instructional methodologies comply with UOC's structured learning framework.

Training Formats:

- **In-Person ILT**: Conducted in designated training rooms with hands-on activities.

- **Virtual ILT**: Delivered through Microsoft Teams or other approved platforms.
- **Hybrid Training**: Combines in-person and virtual instruction for flexibility.

3.6.4 ILT Training Format Decision Flow

Exhibit 3-41: ILT Training Format Decision Flow below visually represents the structured decision-making process to determine the most appropriate training format for ILT sessions. This workflow evaluates key factors such as training type, audience needs, operational feasibility, and logistical constraints to ensure that each session is delivered in the most effective format, whether in-person, virtual, or hybrid—while maintaining compliance with UOC training standards and contractual obligations.

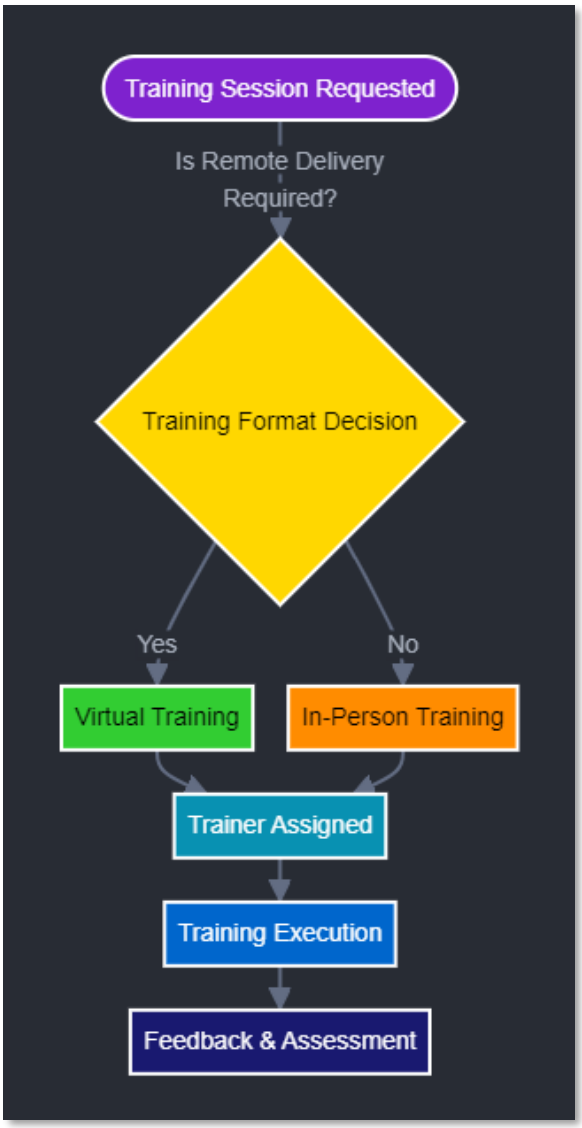

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Exhibit 3-41: ILT Training Format Decision Flow

3.6.5 TRAINING DELIVERY

UOC's ILT training execution follows a structured framework to ensure consistency, compliance, and effectiveness. Each session is designed to facilitate interactive learning while maintaining documented accountability for training outcomes:

- **Session Preparation & Logistics** – Training environments (physical or virtual) are arranged, and all required training materials, resources, and technology are prepared in advance.
- **Active Engagement & Coaching** – Trainers utilize interactive methodologies to enhance knowledge retention and participant engagement, including case studies, breakout discussions, and live demonstrations.
- **Post-Session Documentation & Reporting** – Attendance records, assessment results, and participant feedback are compiled for review, evaluation, and continuous process improvement.

Training delivery follows a standardized process to maintain consistency across sessions:

- **Trainer Preparation** – Instructors review course content, finalize session materials, and structure interactive exercises.
- **Training Execution** – Sessions adhere to predefined agendas, ensuring a balanced mix of instruction, discussion, and practical application.
- **Post-Training Assessments & Follow-Up** – Employees complete knowledge validation assessments, enabling trainers to identify learning gaps and reinforcement needs.

Exhibit 3-42: ILT Training Delivery Lifecycle provides a structured visualization of the end-to-end training execution process, detailing the key phases from session scheduling and preparation to delivery, assessment, and completion tracking. This lifecycle ensures that all ILT sessions follow a consistent, repeatable framework, reinforcing training effectiveness, compliance with UOC policies, and adherence to contractual training obligations.

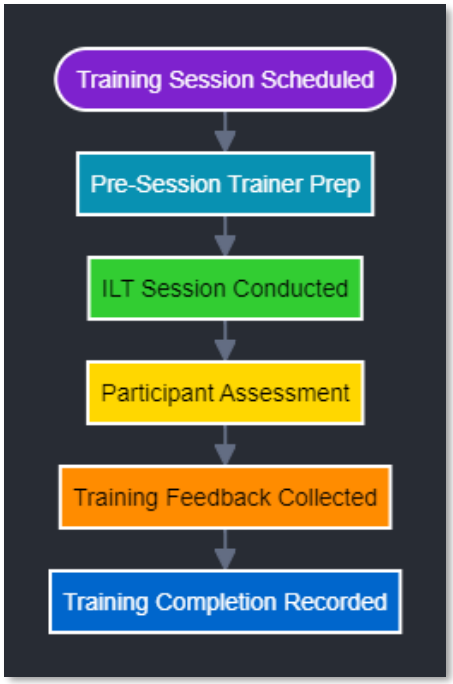

Exhibit 3-42: ILT Training Delivery Lifecycle

3.6.6 ILT Instructor Qualifications

UOC ensures that ILT instructors meet predefined competency standards to maintain the quality and effectiveness of training programs. Instructor qualifications are governed by contractual and industry standards, requiring:

- Verified subject-matter expertise, demonstrated through documented industry certifications or equivalent experience.
- Proven instructional delivery proficiency, validated through classroom observation, peer reviews, and trainee feedback.
- Compliance with defined performance benchmarks, ensuring continuous qualification through periodic evaluations and competency assessments.

To maintain training quality, all ILT instructors must meet UOC-defined qualifications, ensuring they:

- Possess expertise in their respective training domains, ensuring accurate and effective knowledge transfer.
- Hold relevant certifications where applicable, aligning with UOC's compliance and industry requirements.
- Demonstrate strong training facilitation skills, including learner engagement, clear communication, and adaptive instructional techniques.

Exhibit 3-43: ILT Instructor Qualification Matrix outlines the required qualifications and competencies for ILT instructors across different training categories. This matrix ensures that all trainers meet UOC-defined competency standards, including subject-matter expertise, instructional delivery skills, and compliance with industry and contractual training requirements.

TRAINING CATEGORY	REQUIRED INSTRUCTOR QUALIFICATIONS
Technical Training	Industry Certification + Minimum 3 Years Practical Experience + Demonstrated Proficiency in Adult Learning Techniques.
Compliance & Security	Regulatory Training Certification + Experience in Security Protocols + Ability to Communicate Complex Regulations Effectively
Soft Skills & Leadership	Prior Training Facilitation Experience + Demonstrated Coaching Skills + Experience in Performance Monitoring and Feedback.

Exhibit 3-43: ILT Instructor Qualification Matrix

UOC ILT instructors must demonstrate comprehensive qualifications that include the following:

Subject Matter Expertise – Thorough knowledge of the subject area being taught

1. **Advanced Training Delivery Skills** – Ability to communicate clearly and engage diverse audiences
2. **Adult Learning Methodology Proficiency** – Application of techniques that ensure content retention
3. **Performance Assessment Capabilities** – Skill in monitoring performance and providing constructive feedback
4. **Continuous Improvement Orientation** – Commitment to ongoing quality enhancement
5. **Content Development Abilities** – Capacity to create and maintain effective training materials
6. **Coordination and Planning Skills** – Expertise in organizing and executing training initiatives
7. **Employee Engagement Techniques** – Ability to foster satisfaction and address engagement issues
8. **Technical Proficiency** – Competence with digital coaching tools and technology-based training methods

3.6.7 OPERATIONAL PROCESS FOR ILT TRAINING

UOC's ILT sessions follow a standardized operational workflow to ensure structured and effective execution:

- **Training Request Submission** – ILT requests are initiated by HR, team leads, or department managers based on business needs, skill gaps, or compliance requirements.
- **Training Approval & Scheduling** – Requests undergo review and approval to ensure alignment with organizational priorities and contractual obligations. Once approved, sessions are scheduled based on demand and instructor availability.
- **ILT Session Execution** – Training is delivered according to the approved format (in-person, virtual, or hybrid), ensuring engagement, participation, and adherence to structured learning methodologies.
- **Post-Training Follow-Up** – Employees complete assessments and provide feedback to evaluate training effectiveness. Performance metrics are reviewed, and insights from feedback are used to enhance future ILT sessions.

UOC's operational process for ILT follows a comprehensive 12-step approach, which includes:

1. **Needs Assessment & Planning** – Conduct thorough analyses to identify training needs and define clear objectives in collaboration with stakeholders.
2. **Material Development & Validation** – Creating comprehensive, Agency-approved training materials tailored to audience needs.
3. **Trainer Selection & Preparation** – Choosing qualified trainers who demonstrate subject matter expertise and excellent delivery skills, and providing them with the necessary resources to prepare for sessions.
4. **Environment Preparation** – Setting up appropriate physical or virtual training environments with necessary equipment and materials.
5. **Delivery & Engagement** – Conducting training sessions on schedule, utilizing interactive activities, discussions, and digital tools to maximize engagement.
6. **Performance Monitoring** – Continuously evaluating participant engagement and understanding during sessions.
7. **Feedback Collection & Analysis** – Systematically gather participant input through evaluation forms and analyze results to identify improvement opportunities.
8. **Training Material Updates** – Revising training content based on feedback, assessment results, and changes in policies or procedures, with Agency approval.
9. **Maintenance of Training Records** – Documenting attendance, assessment results, and feedback in the Agency's LMS for compliance and tracking purposes.
10. **Continuous Improvement Activities** – Participating in regular training and development to enhance instructor skills and stay informed of industry best practices.
11. **Report & Documentation** – Submit detailed training reports with attendance records, feedback, and any identified issues to the Agency.
12. **Review & Evaluate Effectiveness** – Review the effectiveness of the training program at least annually, making necessary adjustments to improve outcomes based on cumulative feedback and performance metrics.

Exhibit 3-44: ILT Training Operational Workflow provides a structured visualization of the end-to-end ILT training process, from training request submission and approval to session execution and post-training evaluation. This workflow ensures efficient scheduling, standardized training delivery, and continuous improvement through feedback and assessment cycles.

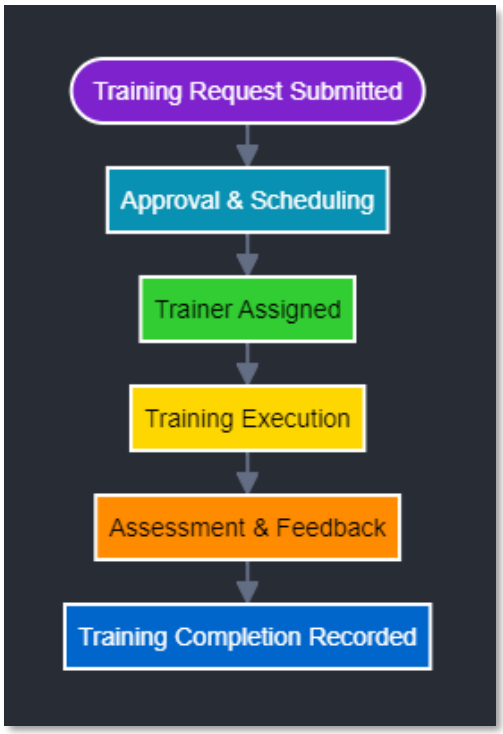

Exhibit 3-44: ILT Training Operational Workflow

3.6.8 Training Evaluation & Continuous Improvement

UOC implements a structured approach to evaluate training effectiveness and drive ongoing enhancements:

- **Multi-level Evaluation Framework** – Training is evaluated through participant feedback, knowledge assessments, behavior change measurement, and operational impact analysis
- **Remediation Protocols** – Structured processes identify and address knowledge gaps through targeted retraining and coaching
- **Continuous Content Refinement** – Training materials undergo regular updates based on evaluation insights, operational changes, and emerging best practices
- **Quarterly Review Cycles** – All training content is formally reviewed quarterly to ensure continued accuracy and relevance.

3.6.9 GOVERNANCE & COMPLIANCE

UOC's ILT training governance framework ensures quality, compliance, and continuous improvement through structured policies and monitoring mechanisms:

- **Quality Assurance (QA) Measures** – Training effectiveness is assessed through formal QA processes, ensuring coordination between training teams, operational leadership, and compliance stakeholders.
- **Instructor Evaluations & Remediation** – Trainers undergo scheduled performance evaluations, with corrective measures implemented for identified instructional gaps to maintain teaching excellence.
- **Agency-Approved Compliance Processes** – ILT programs strictly follow agency-approved training policies, incorporating automated tracking tools where applicable to enhance reporting accuracy, quality assurance, and regulatory adherence.

To maintain training integrity and compliance, UOC enforces structured governance policies:

- **Training Documentation** – Attendance logs, assessments, and training completion records are securely maintained for auditability and compliance verification.
- **Security & Compliance Standards** – ILT sessions align with FX UOC data protection policies, regulatory requirements, and industry best practices for safeguarding sensitive information.
- **Instructor Performance Monitoring** – Trainers undergo structured periodic reviews to validate instructional quality, learner engagement, and adherence to UOC's standardized training framework.

Exhibit 3-45: ILT Governance Framework outlines the key governance measures applied to Instructor-Led Training (ILT) to ensure compliance, instructional quality, and continuous improvement. This table summarizes quality assurance protocols, compliance tracking mechanisms, instructor evaluation processes, and documentation requirements that uphold the integrity and effectiveness of ILT.

GOVERNANCE AREA	COMPLIANCE ACTION
Training Documentation	Attendance logs are maintained in the FX UOC systems
Security & Compliance	ILT content aligns with data protection policies
Instructor Evaluations	Trainers are reviewed periodically for effectiveness.

Exhibit 3-45: ILT Governance Framework

3.6.10 CONCLUSION

UOC's Instructor-Led Training (ILT) program is designed to deliver structured, contractually compliant, and impactful learning experiences that align with operational and regulatory expectations. By upholding clear training standards, employing highly qualified instructors, and

enforcing strong governance measures, UOC ensures that employees are equipped with the necessary skills, knowledge, and compliance awareness to perform effectively. This commitment to continuous improvement, instructional excellence, and rigorous compliance oversight strengthens workforce readiness and enhances overall organizational performance.

For detailed guidelines, checklists, and additional documentation related to ILT processes, refer to the *ILT Training Guide* within the UOC Training Program documentation.

3.7 Omnichannel Workforce Management

3.7.1 Introduction to Genesys WFM in FX UOC

UOC Workforce Management (WFM) is a strategic workforce planning system used within the FX Unified Operations Center (UOC) to forecast demand, schedule agents, track real-time adherence, and optimize workforce performance.

The implementation of Genesys WFM aligns with FX UOC's goal to ensure efficient resource allocation, maintain SLA compliance, and optimize service desk operations.

3.7.2 Forecasting & Scheduling

Effective workforce management within FX UOC relies on accurate **forecasting and scheduling** to meet expected **contact center volume and workload distribution**.

Key Scheduling Components:

- **Volume Forecasting** – Uses historical data and trend analysis to predict future ticket/call volume.
- **Agent Skill-Based Scheduling** – Aligns agent skills with anticipated service demand.
- **Workload Distribution** – Ensures **balanced work assignments** to prevent over/underutilization.

To maintain optimal workforce efficiency, FX UOC leverages a structured forecasting and scheduling workflow that ensures the right number of agents are available at the right time. This process integrates historical data analysis, agent skill-matching, and workload balancing to anticipate service demand and prevent operational bottlenecks.

The following diagram, **Exhibit 3-46: Forecasting & Scheduling Workflow**, outlines the step-by-step process of data-driven forecasting, shift planning, and real-time adjustments, enabling proactive workforce management and Service Level Agreement (SLA) compliance.

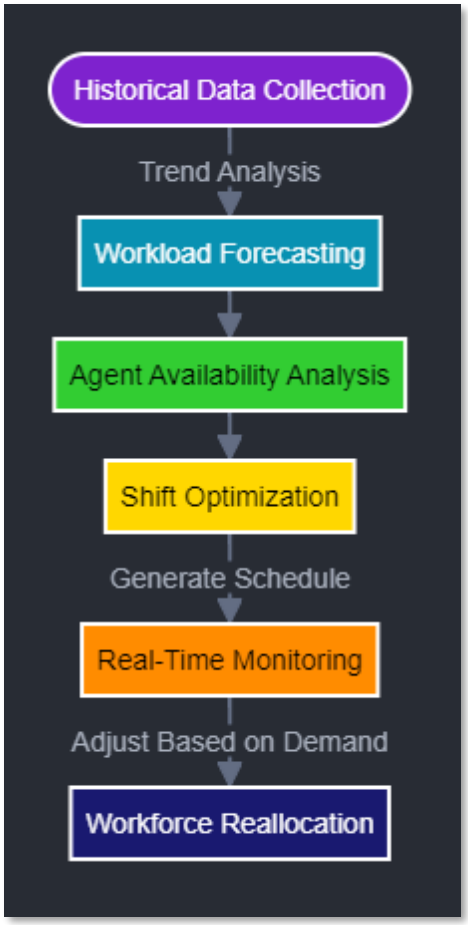

Exhibit 3-46: Forecasting & Scheduling Workflow

This workflow ensures optimal staffing levels, preventing service disruptions due to under- or overstaffing.

3.7.3 Shift Management & Optimization

FX UOC leverages Genesys WFM to streamline shift assignments and improve agent efficiency.

Key Elements of Shift Management:

- **Automated Shift Bidding** – Agents request shifts based on preferences & seniority.
- **Real-Time Shift Adjustments** – Supervisors modify schedules dynamically based on workload fluctuations.
- **Break & Lunch Compliance** – Ensures adherence to labor laws and FX UOC workforce policies.

3.7.4 Real-Time Monitoring & Adherence

Genesys WFM provides real-time monitoring capabilities to ensure agents are following assigned schedules.

To maintain workforce efficiency and service level compliance, Genesys WFM enables real-time adherence monitoring, allowing supervisors to track whether agents are following their assigned schedules. By comparing planned schedules with actual agent activity, deviations can be quickly identified, and corrective actions can be taken to optimize service coverage and minimize operational disruptions.

The following diagram, **Exhibit 3-47: Real-Time Adherence Monitoring**, illustrates how live agent data is analyzed, how schedule deviations are detected, and how adherence exceptions are managed in real-time.

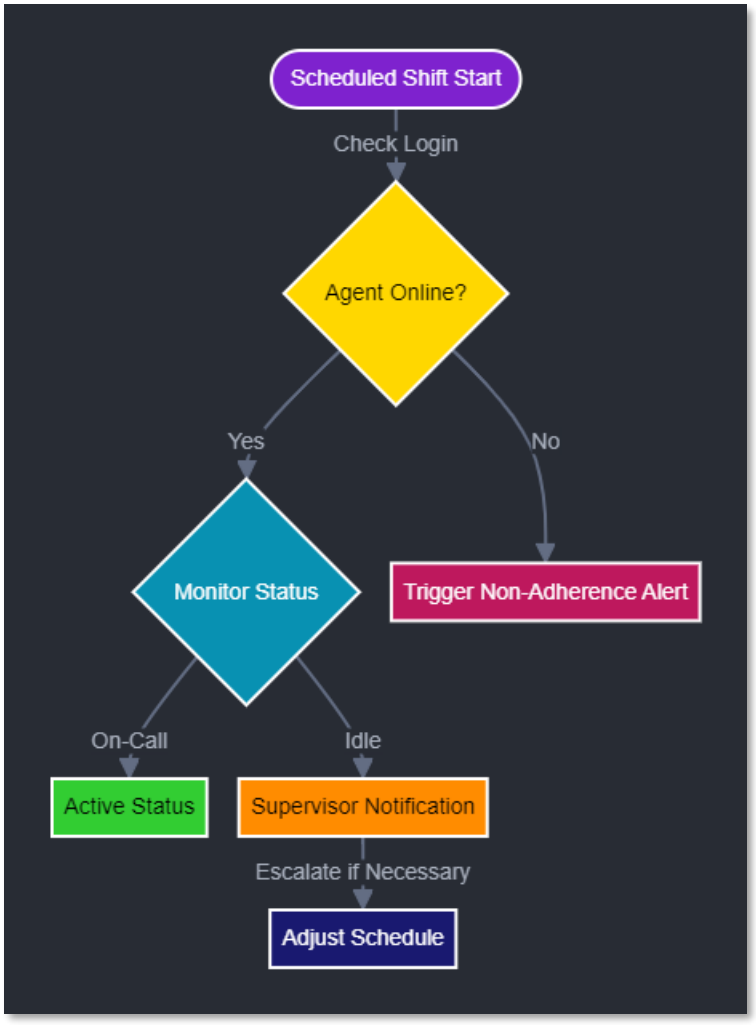

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Exhibit 3-47: Real-Time Adherence Monitoring

3.7.5 Performance Tracking & Reporting

FX UOC Service Desk performance is measured using key performance indicators (KPIs) to track efficiency and workforce compliance.

To ensure optimal workforce performance and adherence to service level agreements (SLAs), FX UOC Service Desk utilizes key performance indicators (KPIs) to track efficiency, agent productivity, and schedule compliance. These metrics provide actionable insights into workload distribution, response effectiveness, and overall workforce optimization.

Exhibit 3-48: Genesys WFM Performance Metrics presents key workforce management KPIs used to track agent efficiency, schedule adherence, and workload distribution. These metrics support continuous performance improvement and ensure operational oversight within FX UOC.

Key Performance Indicator (KPI)	Description	Measurement Criteria
Schedule Adherence	Percentage of time agents follow assigned schedules	$\text{Schedule Adherence} = \left(\frac{\text{Scheduled Time}}{\text{Actual Time Logged}}\right) \text{x } 100$
Occupancy Rate	Percentage of time agents spend actively handling tickets/calls	$\text{Occupancy Rate} = \frac{\text{Talk Time} + \text{WrapUp Time}}{\text{Available Time}}$
Forecast Accuracy	Variance between forecasted and actual workload	$\text{Forecast Accuracy} = \left(\frac{\text{Forecasted Volume} - \text{Actual Volume}}{Forecasted\ Volume}\right) x\ 100$
Agent Utilization	Measures the efficiency of agent workload distribution	$\text{Agent Utilization} = \left(\frac{\text{Total Worked Hours}}{\text{Scheduled Hours}}\right) x\ 100$

Exhibit 3-48: Genesys WFM Performance Metrics

3.7.6 Compliance & SLA Enforcement

FX UOC aligns workforce performance management with industry best practices and established SLA targets to ensure service efficiency and agent well-being. Genesys Workforce Management (WFM) plays a key role in tracking adherence, productivity, and scheduling compliance.

FX UOC workforce performance targets typically include:

- **Schedule Adherence**: Aiming for a minimum adherence threshold of 90% to ensure staffing consistency.

- **Occupancy Rate**: Targeting a maximum of 85% utilization to balance workload distribution and prevent agent burnout.
- **Compliance Training**: Conducting annual refresher courses to reinforce workforce policies and regulatory requirements.

3.7.7 Governance & Policy Guidelines

To maintain operational consistency, FX UOC enforces workforce management policies in alignment with best practices and labor regulations, which emphasize workforce planning, scheduling compliance, and resource utilization for service efficiency. These policies also ensure workforce consistency, compliance, and operational efficiency by defining clear scheduling, adherence, and performance monitoring expectations to support service-level commitments and workforce accountability.

The following table, **Exhibit 3-49: FX UOC Workforce Management Governance Policies**, outlines key governance guidelines governing workforce scheduling, absence management, adherence tracking, and performance evaluations.

Policy Area	Governance Guidelines
Scheduling Compliance	Adherence to predefined shift rules & SLA targets
Leave & Absence	Policies for PTO requests and unplanned absences
Adherence Monitoring	Real-time tracking of login/logout adherence
Performance Reviews	Monthly workforce performance evaluations

Exhibit 3-49: FX UOC Workforce Management Governance Policies

3.7.8 Workforce Optimization Strategies

FX UOC continuously refines workforce operations through data-driven forecasting, workforce balancing strategies, and scheduling optimizations. These practices align with industry standards for contact center efficiency and service continuity.

- **Data-Driven Decision Making** – Historical trends, performance metrics, and service demand analysis inform workforce adjustments.
- **Cross-Skilling Initiatives** – Expanding agent capabilities across multiple service areas improves resolution rates and reduces escalations.
- **Dynamic Shift Reallocation** – Scheduling adjustments are made based on real-time service needs to optimize workforce distribution.

Conclusion

Genesys Workforce Management plays a critical role in ensuring operational efficiency within FX UOC. By leveraging predictive analytics, real-time adherence tracking, and SLA compliance monitoring, FX UOC Service Desk maximizes workforce productivity and enhances service delivery standards.

3.8 Procedures for Creation, Review, Approval, and Publication in the FX Learning System

3.8.1 Introduction

This section defines the standardized procedures for creating, reviewing, approving, and publishing learning materials in the *FX Learning System*, including Learn Hub and Info Hub. The FX Learning System is the cornerstone for delivering high-quality, compliant, and effective training materials supporting operational excellence and staff development.

By adhering to this structured process, the organization ensures that all learning materials are:

- Consistent and aligned with organizational objectives,
- Compliant with regulatory standards, and
- Continuously improved through user feedback and best practices.

This framework aligns with industry best practices, meets regulatory requirements, and delivers effective training resources that empower staff and enhance overall performance.

3.8.2 Compliance and Security Integration

To maintain the integrity and confidentiality of all learning content, each phase of the content lifecycle must meet state and federal compliance standards, including:

- **Accessibility** (**ADA Compliance**): All content must be accessible to individuals with disabilities. Accessibility reviews are incorporated during the review stages.
- **Data Security** (**HIPAA/PII Compliance**): Sensitive information within content must be protected through encryption and secure access controls.
- **Cybersecurity Review**: Content involving sensitive operational processes must undergo security vetting by IT security teams. Roles and Responsibilities

Docebo implements a comprehensive cybersecurity framework designed to protect against threats across multiple layers, including network, application, data, and endpoints. This multi-layered approach ensures that even if one layer is breached, other defenses remain in place to mitigate risks. A comprehensive overview of Docebo's Information Security and Privacy Standards (IPSS) / Technical and Organizational Measures (TOMs) is available in Docebo DPA Annex A here: https://tos.docebo.com/Docebo_DPA_Annex_A_EN.pdf.

- Network Security: Docebo Software Services relies on Amazon Web Services AWS, which is responsible, in accordance with the AWS Shared Responsibility Model (available at https://aws.amazon.com/compliance/shared-responsibility-model), for implementing data center network security and providing comprehensive and state-of-the-art security capabilities (available at https://aws.amazon.com/compliance/data-center/controls).

Docebo has implemented and maintains technical measures designed to meet or exceed industry standards to monitor, detect, and prevent malicious network activity on the network infrastructures under its control and management responsibility.

Such measures include, but are not limited to, firewalls and Intrusion Detection that may be implemented on the AWS Virtual Private Cloud (VPC) through the mechanisms provided by AWS, such as the AWS Security Group virtual firewalls, which are configured to enforce the boundaries of VPC and restrict access to the computing environment of the Docebo Software Services.

The Docebo Software Services relies on the AWS Shield Standard service for DdoS (Distributed Denial of Service) (protection. Docebo ensures that firewalls, network routers, switches, load balancers, domain name servers, mail servers, and other network components of the network infrastructures under its control and management responsibility are configured and secured in accordance with commercially reasonable industry standards.

Logs are sent to a centralized logging repository, and monitoring tools are in place to analyze the logs for possible or actual security incidents.

- Application Security: Docebo employs secure coding practices and conducts regular vulnerability assessments and penetration testing to identify and remediate potential weaknesses in Docebo's applications. Docebo implements a Web Application Firewall (WAF) to filter and monitor traffic between Docebo's applications and the internet, protecting against web application attacks.
- Data Security: Docebo leverages AWS Key Management Service (KMS) for managing encryption keys and implements encryption algorithms that are auditable, aligned with industry standards, and widely adopted. Docebo utilizes strong encryption protocols, including 256-bit AES encryption for data at rest and TLS 1.2 minimum for data in transit, ensuring that sensitive information remains secure. Access to customer data is strictly controlled through role-based access controls and identity management systems, ensuring that only authorized personnel with a documented business need-to-know can access customer information.

For further details regarding Docebo Software Services' security architecture and controls, please refer to Page 50 onwards of the latest SOC 2 Type II report available for download from https://trust.docebo.com.

Exhibit 3-50: Roles and Responsibilities table below outlines the key roles and responsibilities involved in the creation, review, approval, and publication of content within the

FX Learning System. This structured process ensures that all learning materials are developed accurately, meet compliance standards, and align with organizational goals.

Each role in this process is clearly defined to promote accountability and streamline content development. From initial content creation to final publication, this timeline emphasizes collaborative efforts between content owners, subject matter experts (SMEs), reviewers, and approvers to maintain high-quality, compliant, and impactful learning resources.

Exhibit 3-50 provides a detailed breakdown of each participant's responsibilities, ensuring an efficient workflow that supports timely and accurate content delivery within the FX Learning System.

ROLE	RESPONSIBILITY
Content Owner	Initiates content creation, collaborates with SMEs, and manages the draft.
Subject Matter Expert (SME)	Provides expertise and ensures technical accuracy.
Reviewer	Conducts peer and compliance reviews.
Approver	Reviews and approves content for publication.
FX Learning System Administrator	Publishes approved content and manages system notifications.

Exhibit 3-50: Roles and Responsibilities

3.8.3 BEST PRACTICES FOR CONTENT MANAGEMENT

- **Standardized Templates**: Use standardized templates (FX-TMPL-Deliverable-250) for consistency.
- **Version Control**: Implement versioning to track revisions and maintain historical records.
- **Collaboration Platforms**: Use collaborative tools for real-time content review and feedback.
- **Compliance Alignment**: Ensure all content aligns with state regulations and internal policies.

3.8.4 CONTENT DEVELOPMENT AND APPROVAL WORKFLOW

Exhibit 3-51: Content Development Workflow Content Creation visually represents the structured, end-to-end process for developing, reviewing, approving, and publishing learning materials in the FX Learning System. This workflow ensures that all content is thoroughly vetted for quality, compliance, and relevance before publication while also incorporating a continuous improvement cycle based on user feedback.

The process begins with identifying a training need, then content creation and internal reviews, including peer and compliance evaluations. Once the content passes these reviews, it moves through the approval stage and is subsequently published in the FX Learning System. Post-publication, user feedback is systematically gathered and used to inform future updates and refinements, ensuring that the learning materials remain current, accurate, and impactful. By following this comprehensive workflow, UOC guarantees that all training materials support operational goals, adhere to regulatory requirements, and align with best practices for continuous improvement.

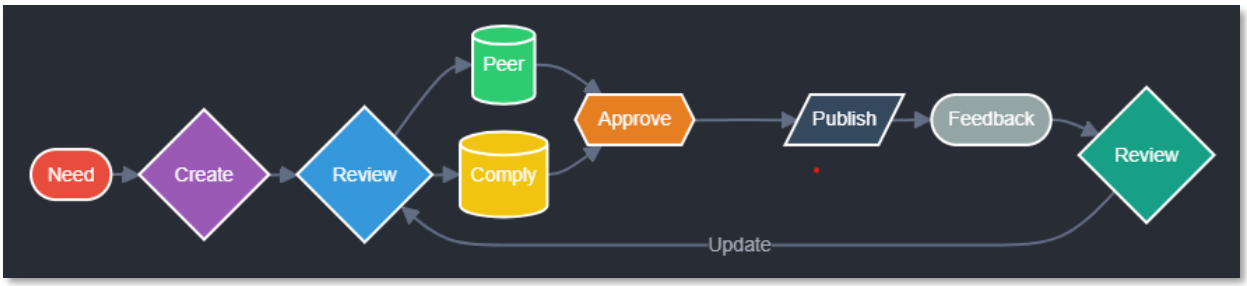

Exhibit 3-51: Content Development Workflow Content Creation

- **Initiation**: Content creation begins with identifying training needs or receiving content development requests from internal teams or leadership.
- **Assignment**: A designated Content Owner is assigned to oversee the creation process.
- **Draft Development**: The Content Owner collaborates with Subject Matter Experts (SMEs) to develop draft materials, adhering to the FX-TMPL-Deliverable-250 template for consistency.

Best Practices:

- Align content with organizational objectives and compliance standards.
- Incorporate diverse learning methods (text, visuals, interactive elements) for various learning preferences.
- Maintain clear, concise, and inclusive language.
- Use accessible design principles (ADA compliance) for inclusive learning.

3.8.5 Internal Review

- **Peer Review**: Draft content is reviewed by peers or team leads for accuracy, clarity, and completeness.
- **Compliance Check**: Materials undergo compliance reviews to ensure adherence to state and federal regulations.

Best Practices:

- Implement a checklist for quality control during reviews.
- Maintain version control to track edits and updates.
- Encourage collaborative feedback across departments.

3.8.6 Approval Process

- **Approval Routing**: Content is submitted to department leadership for final approval.
- **Approval Authorities**: Designated approvers may include division heads, compliance officers, and legal advisors.
- **Approval Timeline**: Standard approval occurs within five (5) business days unless expedited.

Exhibit 3-52: Review and Approval below outlines the structured timeline for each content development phase within the FX Learning System. This timeline ensures that learning materials are thoroughly reviewed, compliant with regulatory standards, and approved in a timely manner.

By defining clear responsibilities and setting standards and expedited timeframes, this process promotes accountability, minimizes delays, and supports the efficient publication of high-quality training materials. The timeline accommodates both routine updates and urgent content revisions, ensuring operational agility while maintaining content integrity.

Handling Urgent Content Revisions:

The FX Learning System acknowledges that some content updates require immediate attention due to regulatory changes, system updates, or operational priorities. To address this need, an expedited workflow prioritizes urgent content revisions over routine updates. Urgent requests are flagged upon submission and receive an immediate review by designated approvers, reducing turnaround time and ensuring compliance with critical deadlines. Expedited reviews bypass non-essential review stages where appropriate while maintaining essential compliance and quality assurance checks.

For a detailed breakdown of the review stages and corresponding timelines, refer to Exhibit 3-52: Review and Approval and Exhibit 3-54: Revised Review and Approval

Exhibit 3-52: Review and Approval table below provides a detailed breakdown of each review stage, the parties responsible, and the expected duration for both standard and expedited workflows.

Review Stage	Responsible Party
External Vendor Review	Vendor Reviewers
Internal Agency Review	Designated Reviewers

Review Stage	Responsible Party
Learning System Administrator	Learning System Admin Review
Final Agency Approval	Agency Approver

Exhibit 3-52: Review and Approval

Best Practices:

- Define clear roles and responsibilities for approvers.
- Document all approval stages for audit purposes.

3.8.7 Publication

- **Content Upload**: Once approved, content is uploaded to the FX Learning System
- **Categorization**: Materials are categorized by department, audience, and topic for ease of access.
- **Publication**: Content is published.
- **Notification**: Users are notified via system alerts about new or updated materials.

Best Practices:

- Test content functionality before publication to ensure accessibility.
- Archive outdated content and replace it with updated versions.

3.8.8 Content Lifecycle Management

- **Regular Reviews**: Content is reviewed every 12 months to ensure accuracy and relevance.
- **Feedback Integration**: Users' feedback is collected and used for continuous content improvement.
- **Archiving**: Outdated materials are archived according to record-keeping policies.

3.8.9 Content Development and Approval Flowchart

Exhibit 3-53 provides a visual representation of the end-to-end process for developing, reviewing, approving, and publishing content within the FX Learning System. This flowchart outlines each critical stage, starting from the identification of training needs to the final publication of content. The process ensures content is thoroughly reviewed for quality, accuracy, and compliance through internal, peer, and compliance reviews before progressing through approval routing and being made available to users. This structured workflow promotes consistency, accountability, and alignment with organizational Standards.

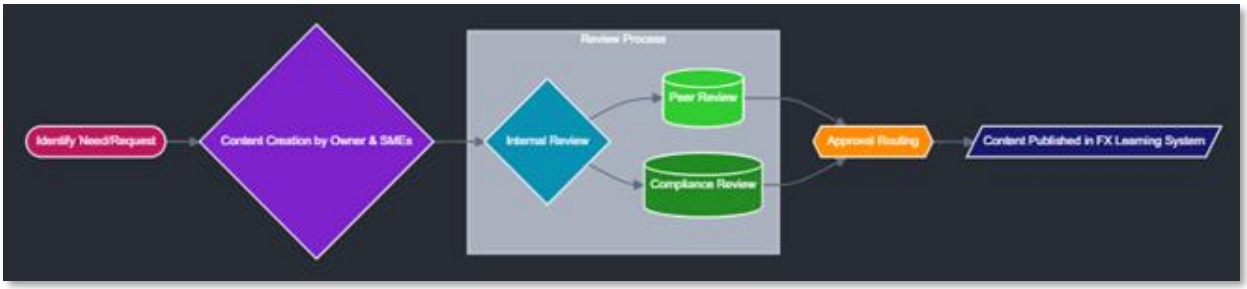

Exhibit 3-53: Content Development and Approval Flowchart

Adhering to a structured content development and approval process ensures that training materials within the FX Learning System are accurate, relevant, and accessible. By following best practices and maintaining accountability, the organization can deliver high-quality learning resources that support operational excellence and continuous improvement.

3.8.10 Artifact Definition

An artifact refers to any instructional or operational material intended for publication in the FX Learning System. Artifacts include, but are not limited to:

- Quick Reference Guides (QRGs)
- Job Aids
- User Manuals
- Operations Manuals
- Training Videos and Multimedia Content
- PowerPoint Presentations and eLearning Modules
- Process and Workflow Diagrams

All artifacts must comply with the *FX OCM Training Templates and Standards* unless alternative formats have been pre-approved by the *FX OCM* Training Lead.

3.8.11 Artifact Development Lifecycle

3.8.11.1 Request and Initiation

- Content creation is initiated through the submission of a New Info Hub Article Request ticket via *the Florida Health Care Connections (FX) Service Desk*.
- Each request must be submitted as a separate ticket for each unique artifact.

3.8.11.2 Assignment and Notification

- The Service Desk Support Specialist sends the content of the Info Hub article request to InfoHubRequests@automated-health.com, which includes the UOC Vendor Training Teams and all Vendor Content Creators. NOTE: For Info Hub, Vendor Content Creators are individuals from each module vendor who have the Info Hub Creator role.

  Currently, when users send in a ticket using the “New Info Hub Article Request”, they provide specific information about the content they want updated or created. The information in the ticket is copied by the SD (Service Desk) Support Specialists in an email and sent to the UOC Vendor Training Team. The UOC Training Team analyzes the request first and determines if the internal UOC team can independently manage the request or if it should be sent to one of the vendor creators for additional collaboration. After the article has been created, approved by the Agency, and published, the creator notifies the SD Specialist, who then documents the outcome in the ticket and closes it.

- The designated *Vendor Content Creator* assesses the request and either approves or rejects the creation of the artifact.
- The Vendor Content Creators respond to the Service Desk Support Specialist, letting them know if the request is approved or rejected.
- The Service Desk Specialist responds to the customer and resolves the ticket.

3.8.11.3 Artifact Planning and Approval

1. The assigned Vendor Content Creator logs the artifact in the FX Training Repository Master Control Workbook under "Needs Creating."

2. The Vendor Content Creator drafts an artifact according to their project-approved deliverable plan.

3.8.11.4 Creation, Review, and Approval Workflow

- **Draft Development**: The artifact is developed using *FX OCM* templates and guidelines.
- **External Vendor Review**: The content undergoes a vendor review for technical accuracy and adherence to standards.
- **Internal Review**: Content is reviewed by the agency for compliance, accuracy, and clarity.
- **Learning System Administrator Review**: Ensures formatting and technical compliance before final approval.
- **Final Agency Approval**: The designated approver grants permission to publish the content.

3.8.11.5 PUBLICATION

- The *Learning System* Administrator uploads the approved artifact with appropriate metadata to the Learn Hub/Info Hub.
- The artifact is labeled as a Master Artifact in the Learning Repository.
- The Vendor Content Creator confirms the successful publication.

3.8.12 CONTINUOUS FEEDBACK AND IMPROVEMENT PROCESS

A formal feedback loop ensures continuous content enhancement. User feedback is systematically collected, analyzed, and incorporated into future updates:

- **Feedback Channels**: Surveys, support tickets, and direct user feedback.

  User feedback does not require a service desk ticket. The user feedback loop is composed of data collected through surveys, support tickets, and direct user feedback. The reports that are produced showcasing this information will be provided to the quality manager and the training manager and will then be analyzed. Upon being analyzed, the feedback will be provided to the appropriate area/department manager.

  This feedback will include recommendations for training updates/ Info Hub article creation/updates/ policy recommendations (to the Agency)

  If a need for updates to existing artifacts/documents/training materials or the need for new creation, the Quality Manager will follow the process in 6.1.2.2.1 (Learn Hub) on updating information or process for new information 6.1.2.3 (Info Hub)

- **Review Frequency**: Content is reviewed quarterly for relevancy and effectiveness. The review cycle time will adjust with the needs of the FX project artifacts and articles within the Knowledge Management System (Info Hub and Learn Hub).

  The report from the Service Desk support tickets will produce the data needed to view information and the quantity of ticket types. The report will be given to the quality and training managers. This will allow the quality department to collaborate with training to ensure that those areas are being reviewed. The data collected regularly will ensure that the material is being utilized and created appropriately. This data also ensures the areas with the most frequent ticket types are being reviewed and trained upon.

  The data from the surveys will be shared with the quality manager, and then that information will be analyzed to determine what areas are in need of improvement and updates. The recommendations for improvement will be dispersed to the appropriate departments in a timely manner.

  The mix of feedback from the data collected will assist in the CQI (Continuous Qaulity Improvement) process to enhance and further develop the FX project, in particular the Service Desk for UOC and all other supporting entities (example)

- **Responsibility**: The Learning System Administrator is responsible for tracking and implementing feedback.

3.8.13 Review and Approval

The review and approval process for training content within the FX Learning System is designed to ensure accuracy, compliance, and overall quality. Each stage of the process involves designated stakeholders responsible for reviewing and approving the content in a timely manner. **Exhibit 3-54: Revised Review and Approval** table below outlines the responsible parties.

Review Stage	Responsible Party
External Vendor Review	Vendor Reviewers
Internal Agency Review	Designated Reviewers
Learning System Administrator	Learning System Admin Review
Final Agency Approval	Agency Approver

Exhibit 3-54: Revised Review and Approval

3.8.14 Artifact Update and Maintenance

3.8.14.1 Error Reporting and Corrections

- Users report errors or outdated content through *My Service Desk*.
- The *Service Desk* Specialist flags the issue for the *FX Training Team*.

3.8.14.2 Existing Artifact Review Process

The Existing Artifact Review Process ensures that previously published content within the FX Learning System is regularly reviewed and updated to maintain compliance, accuracy, and relevancy. This process is triggered based on predefined review dates and involves multiple stages, including initial review, status tracking, and final updates.

Initial Steps:

1. **Artifact Identification**:
    - The Vendor/Content Manager identifies artifacts due for review based on the assigned review date.
    - The artifact is added to the “In Review” sheet within the FX Training Repository Master Workbook.

Artifact Preparation:

- The Vendor/Content Manager moves the current artifact version into the "Needs Reviewing" folder for further processing.
- AHCA review teams are notified that the artifact is ready for evaluation.

Review and Status Updates

During the review process, the Creator/Content Manager updates the artifact status in the FX Training Repository Master Workbook, tracking progress through the following stages:

- **Submitted**: The Vendor submits the artifact for AHCA review.
- **In Progress**: AHCA begins the review process.
- **Approved**: AHCA has approved the artifact for continued use.
- **Rejected**: AHCA has rejected the artifact and provided feedback for revisions.

Final Steps

Once an artifact is approved, the following actions are performed:

2. The Vendor prepares the artifact for publication.
3. The Creator moves the artifact entry to the “Needing Uploads” worksheet in the FX Training Repository Master Workbook.
4. The updated document is transferred to the Artifacts Needing Upload folder for final publishing.

If rejected, the artifact follows the designated update/approval process for necessary revisions.

Exhibit 3-55: Existing Artifact Review Process below visually represents the systematic approach to reviewing and updating previously published artifacts within the FX Learning System. This process ensures that content remains accurate, relevant, and compliant with evolving standards and organizational needs. The exhibit outlines key steps, including artifact identification, review initiation, status tracking, and final approval, offering a clear roadmap for maintaining content integrity and operational excellence.

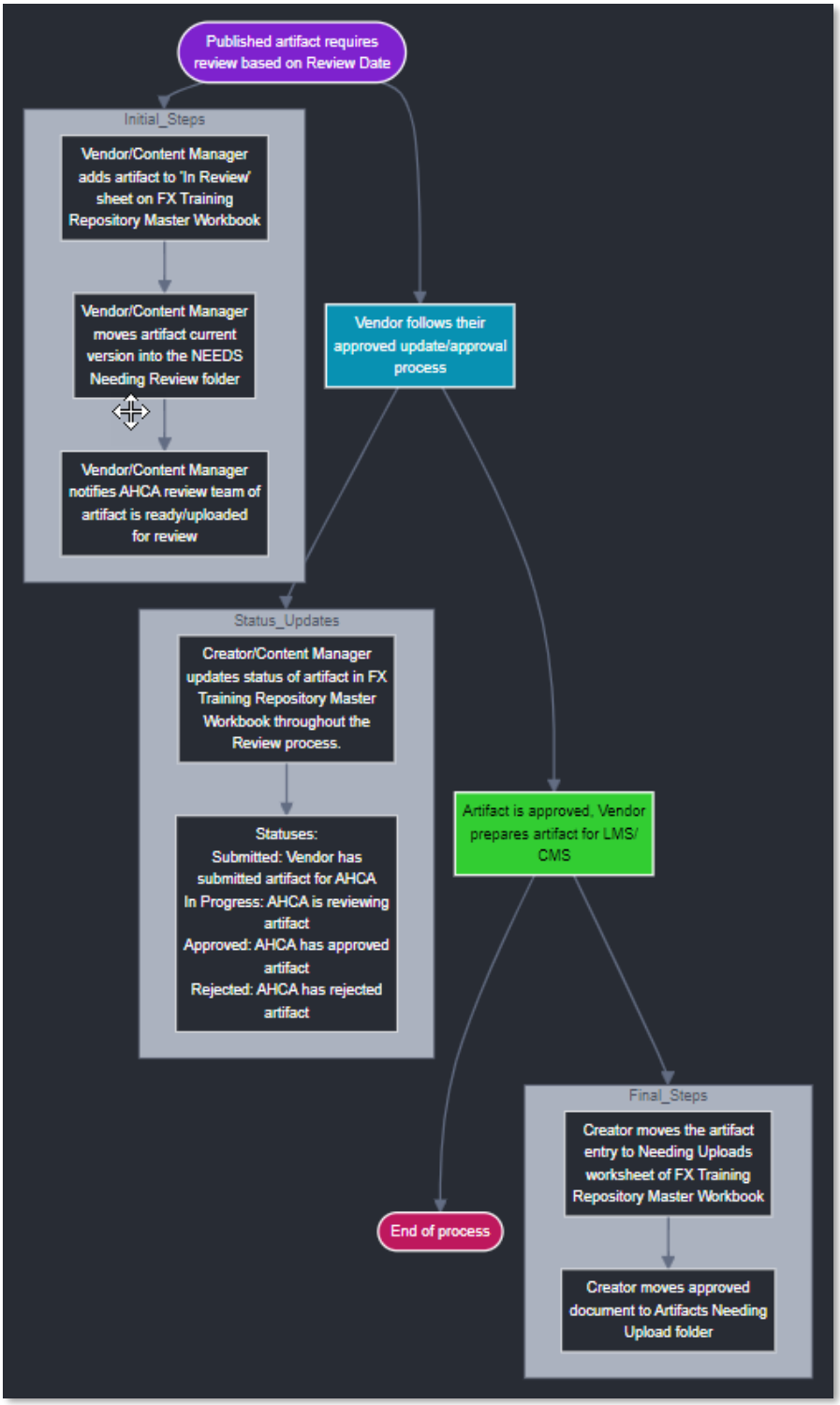

Exhibit 3-55: Existing Artifact Review Process

This structured approach helps ensure that content remains up-to-date and meets the organization's compliance and quality standards.

3.8.15 Artifact Revision Process

- The Vendor Content Creator revises the artifact using updated FX-approved templates.
- The artifact follows the standard review and approval workflow.
- The updated artifact is republished upon final approval, and users are notified.

3.8.15.1 Scheduled Reviews

- All artifacts must be reviewed annually to ensure accuracy and relevance.
- Scheduled reviews are tracked in the *FX Training Repository Master Control Workbook*.

3.8.16 Best Practices for Content Development

- **Standardized Templates**: Always use FX-approved templates to maintain uniformity.
- **Version Control**: Implement strict version control for all artifacts.
- **Accessibility**: Ensure content complies with accessibility standards (ADA compliance).
- **Clear Communication**: Maintain open communication across teams during creation and review.
- **Compliance Alignment**: Align content with state regulations and internal policies.
- **Continuous Improvement**: Regularly gather feedback from end-users to improve materials.

3.8.16.1 New Artifact Creation

Overview

The new artifact-creation process within the FX Learning System ensures that all instructional and operational materials are developed in a structured and compliant manner. This process provides a standardized approach for stakeholders, subject matter experts (SMEs), and content creators to collaborate effectively, ensuring that newly created artifacts meet the organization's standards and regulatory requirements.

The workflow begins with identifying a need for new content. It progresses through multiple stages, including request submission, review, approval, and final preparation for publication in the *Learning Management System* (LMS) or *Content Management System* (CMS). This structured approach enhances accountability, improves content quality, and ensures timely delivery.

3.8.16.2 Process Workflow

The following steps outline the new artifact creation process:

1. **Identification of Need**:
    - An AHCA vendor or stakeholder recognizes the need for a new artifact.
2. **Request Submission**:
    - The stakeholder submits a *My Service Desk* (MSD) ticket requesting a new *Info Hub* article.
3. **Review and Processing**:
    - The Service Desk Support Specialist sends the content of the Info Hub article request to InfoHubRequests@automated-health.com, which includes all Vendor Content Creators.
4. **Artifact Plan Development**:
    - The designated *Vendor Content Creator* assesses the request and either approves or rejects the creation of the artifact.
    - The Vendor Content Creators respond to the Service Desk Support Specialist, letting them know if the request is approved or rejected.
    - The Service Desk Specialist responds to the customer and resolves the ticket.
    - If approved, the Content Creator drafts an artifact plan and submits it to AHCA for approval.
5. **Artifact Creation**:
    - Upon approval, the Content Creator proceeds with the development of the artifact following the approved plan.
6. **Approval and Publication Decision:**
    - A decision is made on whether the artifact should be published in the LMS/CMS.
    - The vendor prepares the artifact for LMS/CMS submission if approved for publication.
    - If not approved, the process ends.
7. **Final Submission:**

- The Vendor Content Creator moves the artifact entry to the "*Needs Creating*" worksheet for the *FX Training Repository Master Control Workbook*.
- The Vendor Content Creator notifies AHCA and the *Content Manager* of the completed development.

Key Considerations:

- **Status Definitions**:
  - **Draft**: Artifact is under development.
  - **In Review**: Artifact is being validated for accuracy and compliance.
  - **Approved**: Artifact has been reviewed and approved by AHCA for publication.
- **Roles and Responsibilities**:
  - **AHCA Stakeholders**: Identify the need and initiate requests.
  - **Service Operations (SO) Specialist**: Manage request processing and ticket resolution.
  - **Vendor Content Creators**: Develop, review, and submit artifacts.
  - **Content Manager**: Oversee compliance and final approvals.

Exhibit 3-56: Process - New Artifact Creation Workflow outlines the end-to-end process for identifying, requesting, and developing new content within the FX Learning System. This structured approach ensures that new artifacts align with operational goals, compliance standards, and stakeholder expectations.

The process begins when an FX stakeholder or vendor identifies a need for a new artifact and submits a formal request via the *My Service Desk* (MSD). *The Service Operations* (SO) Specialist processes the request by assigning it to the appropriate content creators and ensuring timely distribution to relevant teams. Vendor Content Creators are then responsible for evaluating and creating the requested artifact, adhering to organizational standards and timelines.

Once the artifact is developed, it undergoes a formal review and approval process, which includes multiple checkpoints to verify compliance with established guidelines and the accuracy of the content. If the artifact is approved, it is prepared for publication in the FX Learning System. In the event of rejection, further refinements are made to ensure it meets the required standards.

Key elements of the process include:

- **Request Submission**: Initiated by an FX stakeholder or vendor via MSD.
- **Content Assignment**: SO Specialist assigns the request to the appropriate vendors.
- **Creation & Review**: Vendor Content Creators develop and review the artifact.

- **Approval & Publishing**: The artifact is submitted for approval and subsequently published to LMS/CMS.

This workflow ensures that all newly created artifacts undergo rigorous quality control and align with organizational needs and compliance mandates.

The diagram **Exhibit 3-56: Process - New Artifact Creation Workflow** below visually represents the new artifact creation process from identification to publication

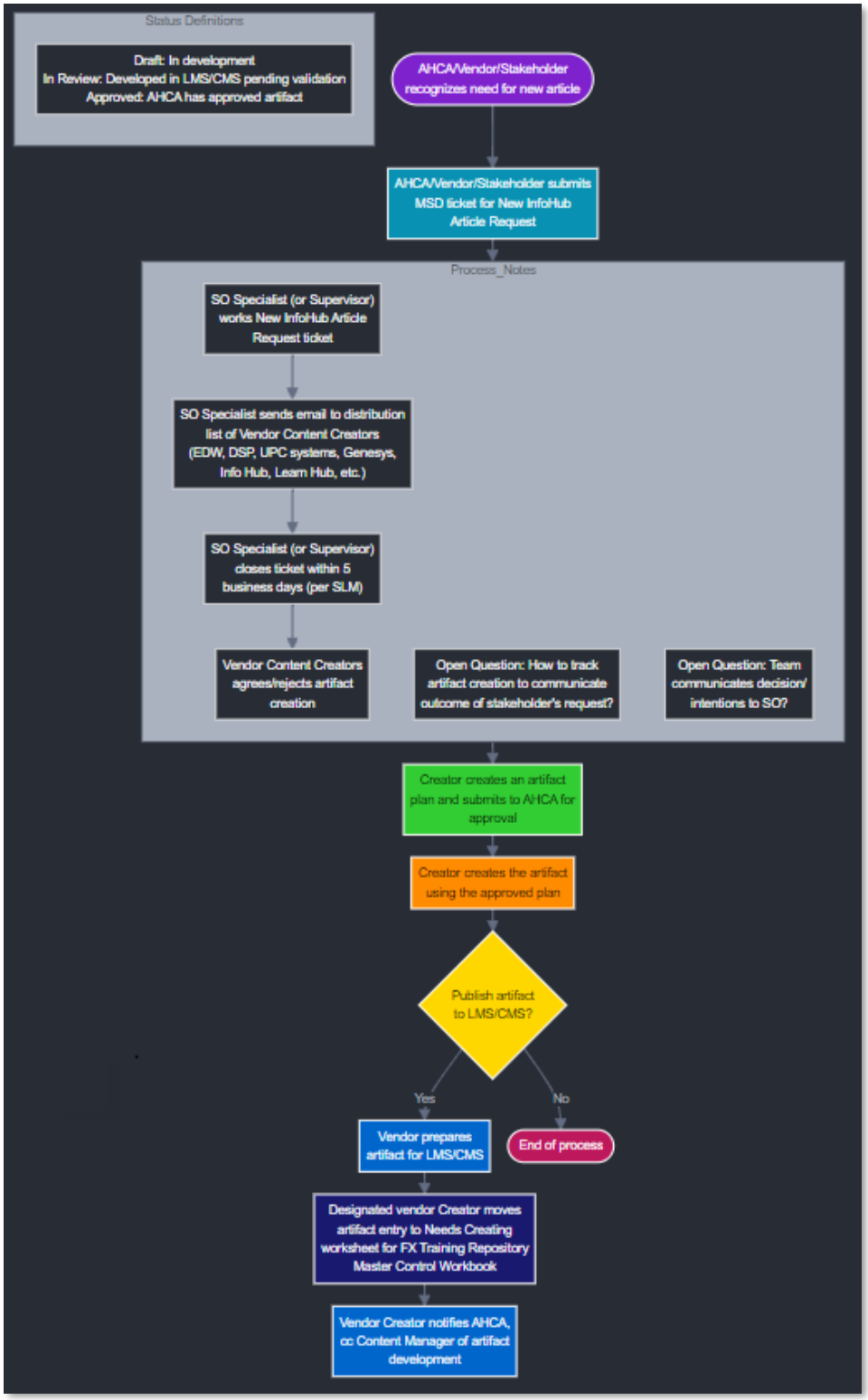

Exhibit 3-56: Process - New Artifact Creation Workflow

Conclusion:

The new artifact creation process ensures that all learning and operational content is systematically requested, reviewed, and approved before publication. This structured approach allows the FX Learning System to maintain high-quality standards, compliance, and relevance to organizational goals.

3.8.16.3 Artifact Development Workflow

Exhibit 3-57 outlines the step-by-step process for creating, reviewing, and publishing learning materials within the FX Learning System. This workflow ensures that each artifact, whether it be training guides, instructional content, or documentation, undergoes a thorough review and approval process to maintain accuracy, compliance, and quality.

The process begins with a content request, followed by assignment and strategic planning. Development is then carried out by the designated team or external vendors, after which the content passes through multiple review stages, including Vendor Review, Agency Review, and Administrative Review. Feedback may result in revisions at each stage before progressing to the next phase. Once all reviews are successfully completed and final approval is granted, the content is officially published in the FX Learning System.

Exhibit 3-57 diagram below visually represents this structured and iterative process, highlighting the critical checkpoints that ensure the delivery of high-quality, user-centric learning materials.

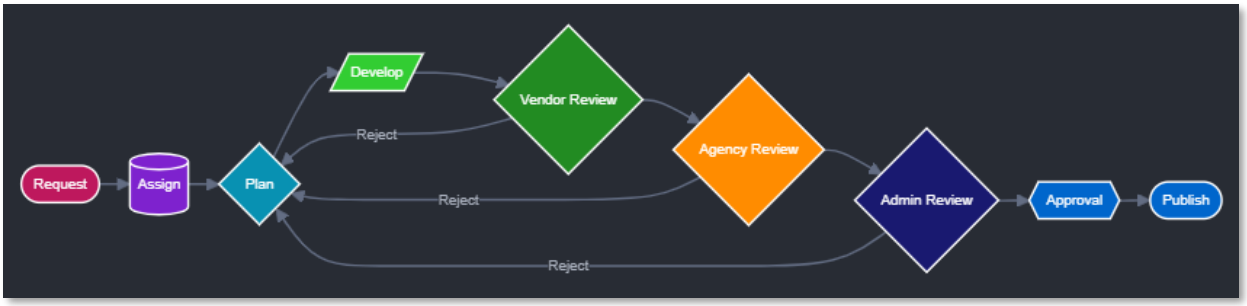

Exhibit 3-57: Artifact Development Workflow

Exhibit 3-58: Artifact Update Workflow

illustrates the structured process for identifying, correcting, and republishing errors or outdated information within the FX Learning System. This workflow ensures that any discovered inaccuracies in published content are promptly addressed and resolved to maintain the integrity, accuracy, and relevance of training materials.

When an error is identified, it is first reported to the Service Desk, where it is logged and assessed. The content then proceeds to the Update phase, where necessary revisions are

made. Following updates, the material undergoes a thorough Review to verify accuracy and compliance before being republished for end-user access.

Exhibit 3-58: Artifact Update Workflow

ensures continuous content quality by systematically updating and maintaining training resources, supporting the organization's commitment to delivering reliable and effective learning materials.

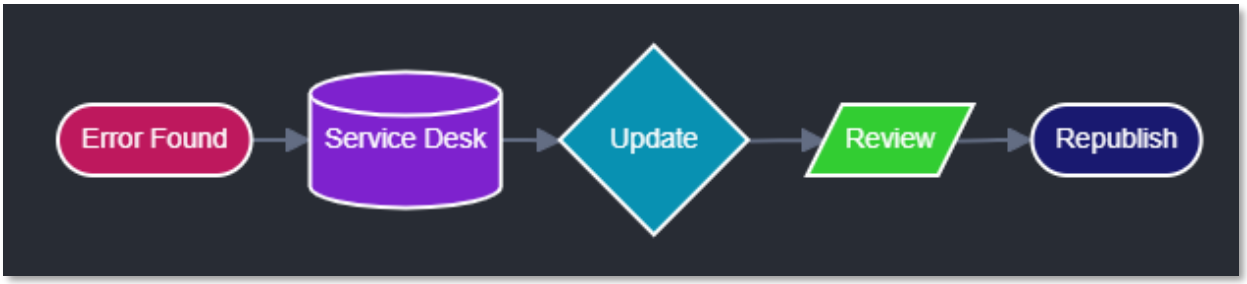

Exhibit 3-58: Artifact Update Workflow

3.8.17 Retiring Existing Artifacts

The *Retiring Existing Artifacts* process ensures that outdated or no longer relevant materials are systematically removed from the FX Learning System while maintaining proper records for historical and compliance purposes. Retiring artifacts is crucial for keeping the learning repository current and aligned with organizational goals and regulatory requirements.

Artifacts may need to be retired due to various reasons, such as:

- Content obsolescence due to system updates or policy changes.
- Redundancy or replacement by new training materials.
- Compliance with retention policies.
- Feedback indicating that the artifact is no longer effective or needed.

Retirement Process Overview:

The retirement process is initiated when an authorized stakeholder, such as a Vendor, AHCA representative, or the *Learning Management System* (LMS) Administrator, identifies the need to retire an artifact. The process involves a series of structured steps to ensure proper documentation and archival of the retired artifact.

Key steps in the retirement process include:

1. **Identification of Retirement Need**:

- Vendors, AHCA stakeholders, or the LMS Administrator recognize and submit the need for artifact retirement.

2. **Archiving Procedure**:

   - UOC follows the established system process to archive the artifact from active repositories.
   - The artifact is moved to an archived location from the current *Learn Hub* (LH) and *Info Hub* (IH) content folders in the FX Training Repository.

3. **Metadata and Record Update**:

   - The Content Manager updates the *FX Training Repository Master Workbook* to reflect the artifact's retired status.
   - The artifact entry is transferred from the "*Uploaded Artifacts*" worksheet to the "*Archived Artifacts*" worksheet for future reference.

4. **Artifact Retirement Confirmation**:

   - Once the archival process is complete, the artifact is officially marked as retired, and stakeholders are notified accordingly.

Governance and Compliance Considerations

Retiring artifacts must align with agency policies and regulatory guidelines, ensuring compliance with data retention requirements and avoiding unintended loss of critical information.

Best Practices for Artifact Retirement:

- Ensure proper communication with stakeholders before initiating retirement.
- Maintain archived records for reference and compliance audits.
- Periodically review archived artifacts to identify potential reactivation needs.
- Automate tracking and notification processes to streamline retirement workflows.

Exhibit 3-59: Retiring Existing Artifacts Workflow

below provides a step-by-step visualization of the process involved in retiring outdated or obsolete artifacts from the FX Learning System. The workflow ensures that artifact retirement follows a structured approach, including identification, archival, and documentation procedures. This process helps maintain the accuracy and relevance of available training materials while ensuring compliance with record-keeping policies. The exhibit outlines the key roles and responsibilities involved and the sequential actions required to successfully retire an artifact, from stakeholder identification to final archival in the FX Training Repository.

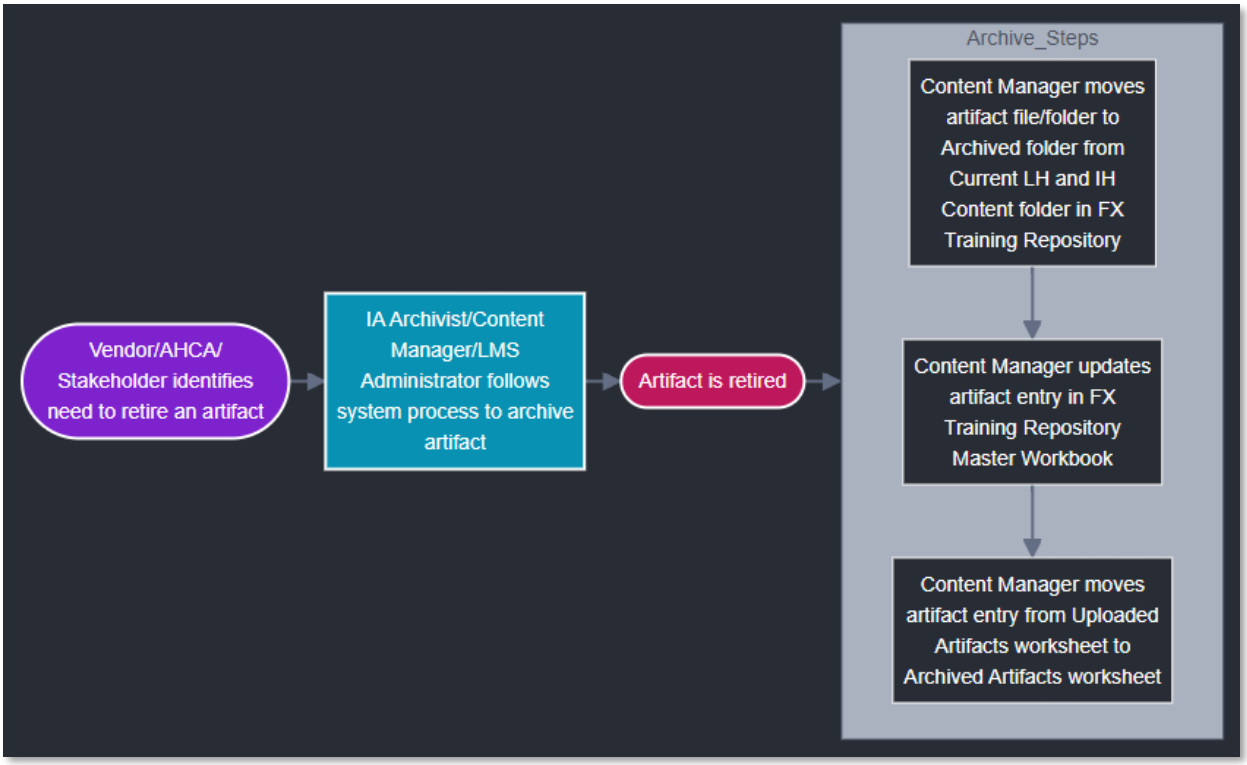

Exhibit 3-59: Retiring Existing Artifacts Workflow

3.8.18 KEY PERFORMANCE INDICATORS (KPIS)

A set of Key Performance Indicators (KPIs) has been established to measure content quality, compliance, and overall impact over time, ensuring the continuous improvement and effectiveness of the FX Learning System. These metrics provide valuable insights into how well the content meets regulatory requirements, operational goals, and user needs, driving data-informed decision-making and continuous enhancement.

The following KPIs will be monitored and reported periodically:

Content Quality Metrics:

5. **Content Accuracy Rate**:

   - Measures the percentage of content that remains error-free after publication. Major update requests are communicated to the vendor owner, who revises the artifact and submits it for Agency approval. The updates are captured in the artifact's revision history.
   - **Source**: User feedback, SME evaluations, and compliance audits.

- Note: In Info Hub, the article author has the freedom to choose whether to increment the article to a new major or minor version. Microsoft's guidance recommends using a

major version increment for feature changes and a minor version for small UI changes that don't affect core functionality in the product being described. Although the information regarding how many times and why an article is revised or updated is not captured in the versioning, the ability to add notes could be included in a future release.

6. **Review and Approval Turnaround Time:**
   - Tracks the average time for content to move through the review and approval process.
   - **Source**: Review and approval workflow logs.
7. **User Engagement Levels:**
   - Assess the number of views, downloads, and interactions with published materials.
   - **Source**: System analytics from Learn Hub and Info Hub.
8. **Content Utilization Rate:**
   - Measures how often training materials are accessed and completed by employees.
   - **Source**: FX Learning System usage reports.

Compliance and Regulatory Metrics

9. **ADA Compliance Score:**
   - Evaluates adherence to accessibility standards (e.g., WCAG 2.1, Section 508).
   - **Source**: Periodic accessibility audits and automated compliance scanning tools.
10. **Regulatory Compliance Audit Pass Rate**:
    - Tracks the number of compliance audits passed without major findings.
    - **Source**: Internal and external audit reports.
11. **Content Review Frequency**:
    - Ensure that all materials are reviewed and updated within the required timeframe.
    - **Source**: Content management tracking systems.

Operational Efficiency Metrics:

12. **Number of Content Revisions Per Quarter**:

- Tracks how often content requires significant updates post-publication.
- **Source**: Version control and change logs.

13. **Support Ticket Resolution Time**:

    - Measures the average response and resolution time for reported content issues.
    - **Source**: Service desk reports.

14. **Training Completion Rates**:

    - Tracks the percentage of users completing the required training within the given timeframe.
    - **Source**: FX Learning System compliance tracking.

Monitoring and Reporting:

All Key Performance Indicator (KPI) data will be gathered and analyzed on a quarterly basis by the FX Learning System Administrator in collaboration with department leads. During periodic review meetings, findings will be presented to stakeholders to identify trends, address challenges, and implement process improvements.

By leveraging these KPIs, the organization ensures a data-driven approach to content management, fostering continuous improvement and operational excellence while maintaining compliance with regulatory standards.

3.8.19 Summary and Path Forward

Following the standardized procedures for creating, reviewing, approving, and publishing content in the FX Learning System ensures the delivery of high-quality, compliant, and effective learning materials. This structured approach improves content accuracy, supports continuous organizational learning, and fosters operational excellence.

The FX Learning System ensures that all training materials are accurate, compliant, and impactful by implementing a detailed and structured content development and approval process. Incorporating compliance checks, streamlined feedback loops, and comprehensive review stages guarantees alignment with regulatory standards and organizational goals. Empowering content creators with ongoing training and resources further reinforces operational excellence.

This holistic approach strengthens the quality and integrity of learning materials and supports continuous improvement and adaptability in an evolving operational environment. This ensures the FX Learning System remains responsive and effective in meeting organizational needs.

3.8.20 Upload Process for Info Hub and Learn Hub

Overview

The Info Hub and Learn Hub upload process ensures that approved training materials and artifacts are correctly validated, formatted, and published in the designated repositories. This structured process guarantees compliance with content management standards and alignment with organizational guidelines.

Upload Procedure:

The upload process involves the following key steps:

1. **Validation Steps**:
    - The vendor submits an email request to the designated AHCA representative for artifact validation.
    - The AHCA representative reviews the submission and cross-references it against the Pending Uploads worksheet.
    - If the submission meets all requirements, approval is granted; otherwise, it is returned to the vendor for corrections.
2. **Vendor Steps**:
    - Upon approval, the vendor creator prepares the artifact using the CMS template and places it into the system.
    - The artifact is moved to the Pending Uploads worksheet within the FX Training Repository Master Workbook.
    - Notifications are sent to the Content Manager to confirm successful entry.
3. **Content Manager Responsibilities**:
    - The Content Manager verifies the LMS/CMS formatting to ensure compliance with system standards.
    - Approved artifacts are logged in the Current LH and IH Content Worksheets.
    - The final version of the artifact is stored in the FX Training Repository folder for future reference.
4. **Error Handling**:
    - If the AHCA representative identifies any issues during validation, the artifact is returned to the vendor for revisions.
    - The corrected artifact is resubmitted for approval to complete the process.

Key Considerations:

- Artifacts must comply with the predefined LMS/CMS formatting standards.
- Validation approvals are required before the final upload to ensure data accuracy and content integrity.
- All completed uploads are logged and documented for tracking and future audits.

Exhibit 3-60 below visually represents the step-by-step workflow for uploading approved content to the Info Hub and Learn Hub platforms. The process ensures that all artifacts are properly validated, formatted, and documented before publication.

The workflow begins with submitting the artifact for validation by the AHCA representative, followed by verification and formatting checks by the Content Manager. Once approved, the artifact is uploaded to the appropriate content repositories and logged in the FX Training Repository Master Workbook for tracking purposes. In cases where errors are identified, the process includes a feedback loop to ensure corrections are made before final approval.

Following this structured process ensures the organization's accuracy, compliance, and accessibility of learning materials while maintaining an organized content repository.

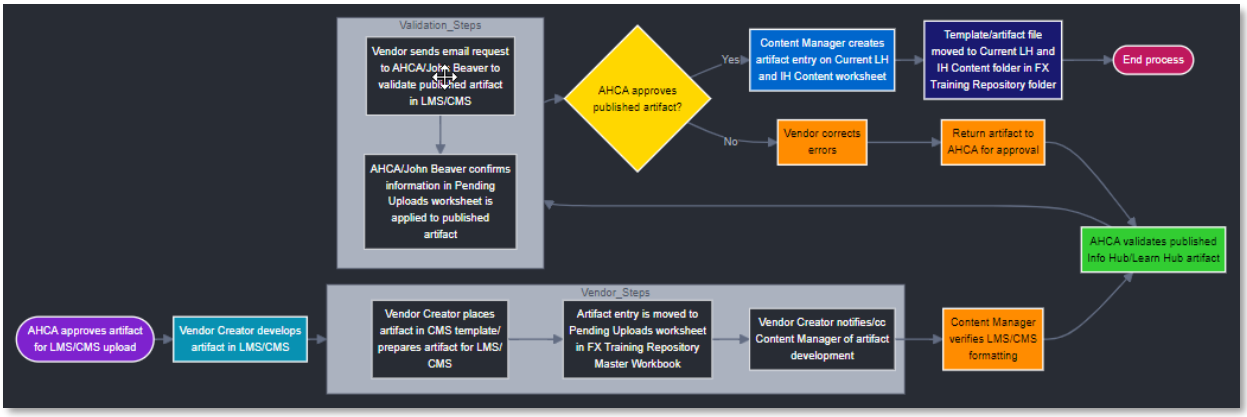

Exhibit 3-60: Info Hub and Learn Hub Upload Process

3.8.20.1 Purpose and Overview of the Info Hub and Learn Hub Upload Process

This section outlines the standardized process for uploading finalized training and support artifacts to the FX Learn Hub and FX Info Hub. These platforms serve as centralized repositories for all FX user-facing learning, reference, and operational content, accessible by both internal users and external Agency partners.

The upload process represents the final phase in the broader artifact development lifecycle, ensuring that only vetted, version-controlled, and quality-assured materials are published. All uploads must follow structured review workflows, be tracked in the FX Repository Master Control Workbook, and align with the following governing standards:

- FX OCM Training Standards
- FX Artifact Management Standards (AMS)

This procedure applies to:

- New artifacts, such as job aids, training decks, SOPs, and videos
- Updates to existing content triggered by feedback, policy changes, or system enhancements

Key objectives of the upload process include:

- Enforcing quality, consistency, and accessibility across published content
- Supporting traceability through version control and structured approvals
- Ensuring accurate and compliant materials reach the intended audience

This process is critical to maintain content governance and support the integrity of all published documentation within the FX Program.

3.8.20.2 Roles and Responsibilities

The Info Hub and Learn Hub upload process involves multiple roles, each responsible for ensuring that content is properly developed, reviewed, approved, and published. The table below, **Exhibit 3-61: Upload Process Roles and Responsibilities**, summarizes the key participants and their functions in the end-to-end workflow.

Role	Responsibilities
Content Creator	Develop draft artifacts and routes for internal review and approvals.
OCM Training Lead	Coordinates with vendors and validates content formatting and standards compliance.
UOC Training Lead	Oversee the internal approval process and confirm readiness for publication.
Learn Hub Administrator	Performs final review, ensures content versioning, and uploads to the Learn Hub.
Info Hub Administrator	Uploads finalized content to Info Hub and ensures visibility settings are accurate.
Business Owner	Reviews and validates article content for accuracy and/or needed updates from the vendor owner's content.
Agency Approver	Provides final content approval and compliance validation before release.

Exhibit 3-61: Upload Process Roles and Responsibilities

The table above outlines each role's involvement across the upload workflow and ensures accountability and traceability from draft creation to final publication. By clearly defining these

responsibilities, the process reinforces consistency and ensures that no step is skipped in the publication lifecycle.

3.8.20.3 Upload Workflow for New Artifacts

New training and support artifacts must follow a standardized end-to-end workflow to ensure alignment with FX publication standards and quality assurance protocols. This workflow applies to materials that are being introduced into FX Learn Hub or FX Info Hub for the first time, including job aids, training decks, SOPs, system walkthroughs, and other learning content.

The diagram below, **Exhibit 3-62: Upload Workflow for New Artifacts**, illustrates the sequential steps required for content development, review, approval, and upload.

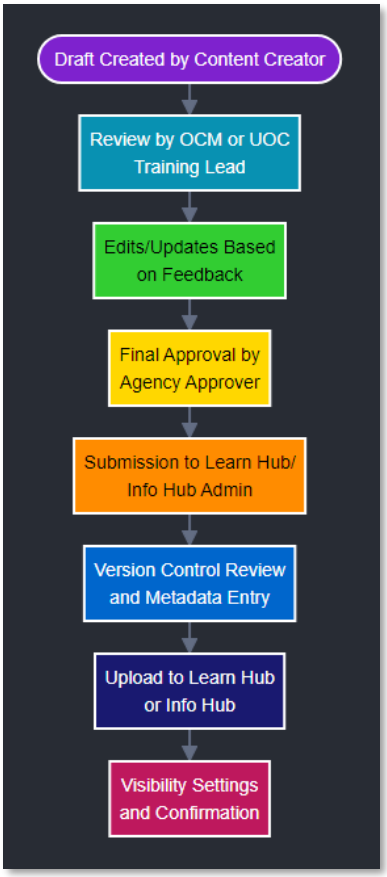

Exhibit 3-62: Upload Workflow for New Artifacts

The diagram above**, Exhibit 3-62,** summarizes the required steps for routing new artifacts from draft creation to final publication. Each step must be completed in order to meet FX quality standards and maintain artifact traceability.

3.8.20.4 Workflow for Artifact Updates

In addition to uploading new materials, the FX Program requires a consistent and traceable process for managing updates to existing content in the FX Learn Hub and FX Info Hub. Updates may be initiated due to system changes, policy modifications, stakeholder feedback, or content expiration.

The diagram below, **Exhibit 3-62: Upload Workflow for** New Artifacts **Updates**, outlines the controlled process for updating previously published artifacts while preserving version history and maintaining artifact integrity.

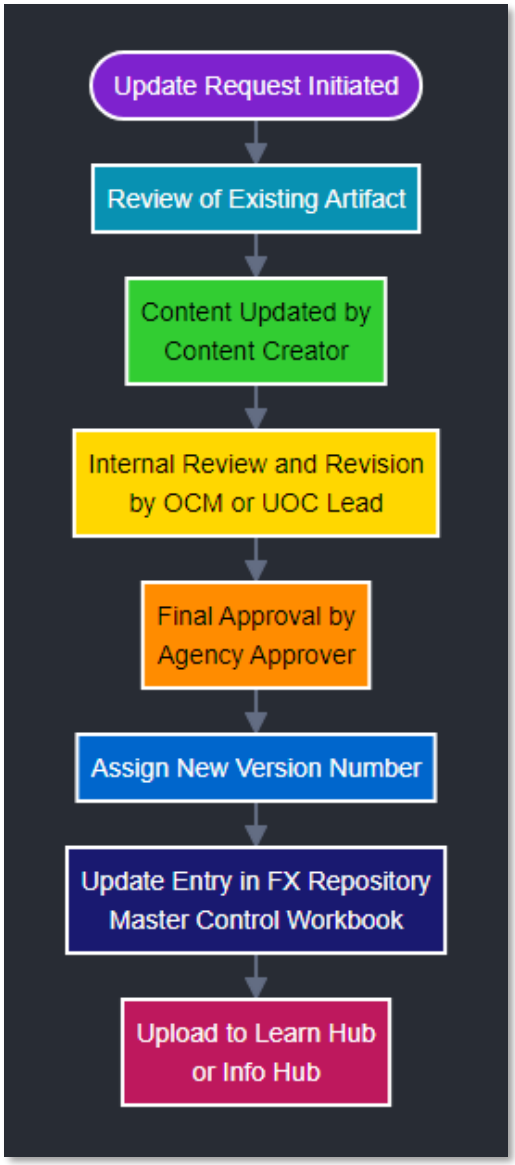

Exhibit 3-63: Workflow for Artifact Updates

The diagram above, **Exhibit 3-623**, illustrates the structured review and approval cycle required before any artifact can be replaced or updated in FX repositories. All update requests must be accompanied by the following:

- A summary of changes made
- A new version number consistent with the Artifact Management Standards (AMS) protocols
- Approval sign-off by the appropriate Agency representative

Artifacts must never be overwritten without undergoing this formal update process to maintain transparency, version control, and audit readiness across the FX ecosystem.

3.8.20.5 Standards and Templates

All artifacts published to FX Learn Hub and FX Info Hub must comply with established formatting, accessibility, and content quality standards. These requirements are governed by the FX OCM Training Standards and the FX AMS to ensure consistency across all user-facing materials.

Content creators must use approved templates and follow specific formatting conventions before submitting artifacts for review or publication. This ensures that published documents are accessible, visually consistent, and professionally presented across FX systems.

The table below, **Exhibit 3-634: Required Artifact Standards and Templates**, outlines the mandatory elements for all Learn Hub and Info Hub artifacts.

Standard or Template	Purpose
FX Artifact Template (PowerPoint)	Used for slide-based training modules and instructional decks
FX Artifact Template (Word)	Used for job aids, SOPs, and narrative training artifacts
Version Control Footer	Displays artifact version, approval date, and author metadata
Accessibility Requirements	Ensure compliance with WCAG and usability guidelines.
AMS Naming Convention	Defines file naming structure for traceability and searchability
FX Repository Master Workbook	Log version history and publication status.

Exhibit 3-634: Required Artifact Standards and Templates

The table above**, Exhibit 3-634,** and metadata expectations apply to all artifacts uploaded to FX learning platforms. Artifacts that do not meet these requirements will be rejected during the review and upload process.

Standardization supports visual consistency, regulatory compliance, and a user-friendly experience for all FX stakeholders — including internal staff, external partners, and Agency reviewers.

3.8.20.6 Publication Confirmation and Visibility Settings

Once an artifact has been successfully uploaded to FX Learn Hub or FX Info Hub, the uploader must validate that the file is accessible and visible to the appropriate audience. Visibility settings determine whether the artifact is displayed to internal users, external partners, or both, and are configured at the time of upload.

The table below, **Exhibit 3-645: Post-Upload Publication Activities**, outlines the final steps required to ensure the publication is complete, accurate, and traceable.

Task	Performed By	Purpose
Confirm Upload	Learn Hub or Info Hub Admin	Verify that the file has been uploaded without errors
Apply Visibility Settings	Learn Hub or Info Hub Admin	Set access level (Internal, External, or Both)
Validate Metadata and Naming Convention	Learn Hub or Info Hub Admin	Ensure alignment with AMS requirements
Cross-Check Version History	OCM or UOC Training Lead	Confirm the current version and archive superseded versions
Update FX Repository Master Workbook	Learn Hub or Info Hub Admin	Document artifact ID, location, version, and approval details

Exhibit 3-645: Post-Upload Publication Activities

The table above**, Exhibit 3-645**, ensures that each artifact has been published to the correct location with the appropriate access settings. Proper post-upload validation reduces the risk of visibility errors and ensures that end users always have access to the most current and approved materials.

This final step completes the FX artifact lifecycle and reinforces the FX Program's commitment to content governance, audit readiness, and stakeholder transparency.

SECTION 4 SYSTEM ARCHITECTURE AND HOSTING OPERATIONS

4.1 OVERVIEW OF SYSTEM ARCHITECTURE

Refer to the Appendix for the respective maintenance and operations manuals (runbooks) provided below:

- **APPENDIX B – LEARNING MANAGEMENT SYSTEM RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14 PD-14a Operations and Maintenance Manual
  - FX-UOCI-PD-14a-Appendix-B-Learning-Management-System-Runbook
- **APPENDIX C – NETWORK RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14 PD-14a Operations and Maintenance Manual
  - FX-UOCI-PD-14a-Appendix-C-Network-Runbook
- **APPENDIX E – FX CLIENT COMPASS RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual
  - FX-UOCI-PD-14b-Appendix-E-FX-Client-Compass-Runbook
- **APPENDIX H – CONTINGENCY PLANNING RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual
  - FX-UOCI-PD-14b-Appendix-H-Contingency Planning-Runbook
- **APPENDIX K – OMNICHANNEL RUNBOOK**
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  - FX-UOCI-PD-14b-Appendix-K-FX-Omnichannel-Runbook
- **APPENDIX L – FX REPORTING RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual
  - FX-UOCI-PD-14b-Appendix-L-FX-Reporting-Runbook

4.2 HOSTING DETAILS AND INFRASTRUCTURE

Refer to the Appendix for the respective maintenance and operations manuals (runbooks) provided below:

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- **APPENDIX B – LEARNING MANAGEMENT SYSTEM RUNBOOK**
  - › FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14 PD-14a Operations and Maintenance Manual
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4.3 Backup and Recovery Strategy

Refer to the PD-10b Contingency Plan (for Disaster Recovery and Business Continuity) for the below Appendixes Backup and Recovery Strategy procedures.

- **APPENDIX B – LEARN HUB RUNBOOK**
  - › FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14 PD-14a Operations and Maintenance Manual
  - › FX-UOCI-PD-14a-Appendix-B-Learning-Management-System-Runbook
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4.4 CONTINUOUS QUALITY IMPROVEMENT

Refer to the Appendix for the respective maintenance and operations manuals (runbooks) provided below:

- **APPENDIX B – LEARN HUB RUNBOOK**
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  -

In addition to the standalone runbooks for Info Hub, Learn Hub, and Network Operations referenced above, the FX UOC ecosystem includes several integrated platforms that support system-wide functionality, security, and user access. One such platform is Client Compass, a cloud-hosted application that supports operational workflows, analytics, and modular services across the UOC. The following subsection outlines the system architecture, administrative controls, and monitoring features specific to the Client Compass platform.

4.5 FX UOC Client Compass Overview

This section provides a high-level summary of the *FX Client Compass* system, including its architecture, integrations, security framework, and operational functions. FX Client Compass is a low-code platform solution built on Microsoft's *Power Platform* and integrated with *Dynamics 365*. The platform supports interactions across the FX Program, offering modular functionality, workflow automation, and secure data handling.

NOTE: The full implementation details and operational procedures for FX Client Compass are documented in the FX Client Compass Runbook, referenced in 18.3 Appendix E – FX Client Compass Runbook

4.5.1 Purpose and Scope

The purpose of the FX Client Compass platform is to deliver a configurable, scalable toolset that supports service delivery, data collection, and task routing for internal teams and external FX stakeholders. It enables business units to implement application workflows without writing code, using *Microsoft Dataverse* and *Power Platform* components to support modular feature releases.

The FX Client Compass Runbook defines the system's technical components, service boundaries, security roles, maintenance standards, and integrations with Microsoft *Azure* and Dynamics 365.

4.5.2 Platform Overview and Architecture

FX Client Compass is hosted within Microsoft Azure and relies on a suite of Power Platform services to deliver low-code application functionality. Its design supports robust integration with FX UOC systems and allows internal and external user access via Microsoft *Entra* (formerly Azure AD).

FX Client Compass consists of several interconnected modules:

- **FX Service Desk** – For internal service management
- **My Service Desk** – For user self-service
- **FX Announcements** – For system-wide notifications
- **Info Hub** – For knowledge management

Each module serves a specific purpose, enhancing scalability and allowing targeted updates without affecting other components.

The diagram below, **Exhibit 4-1: FX Client Compass Platform Architecture**, illustrates the layered architecture of FX Client Compass, including its authentication flow, front-end application logic, data services, and external system integrations.

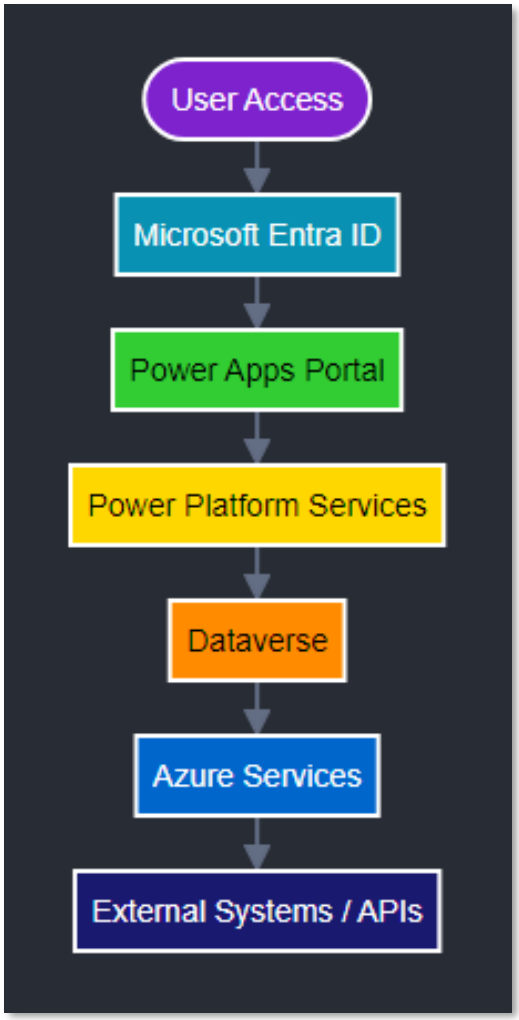

Exhibit 4-1: FX Client Compass Platform Architecture

The diagram above, **Exhibit 4-1**, summarizes the core service tiers and authentication paths used in the FX Client Compass environment, showing how data flows securely between users, applications, and integrated services.

4.5.3 User Roles and Access Types

FX Client Compass supports internal authenticated users (licensed under FX's Azure AD tenant) and external portal users (authenticated via Entra ID B2B/B2C configurations). Role-based access is enforced through Power Platform security groups and Dynamics 365 role mapping.

Identity and Access Management (IDAM) Overview:

FX Client Compass enforces role-based access controls using a federated identity management approach. Internal FX users are authenticated via Microsoft Entra ID (formerly Azure AD), while external portal users are authenticated using Entra ID B2B/B2C configurations managed by ForgeRock. ForgeRock serves as the centralized identity broker for external users, handling authentication workflows, policy enforcement, and identity federation. This IDAM model ensures secure, least-privilege access for all users, with role mapping governed through Dynamics 365 security roles and Power Platform group assignments.

The table below**, Exhibit 4-2: FX Client Compass User Types and Access Methods**, outlines the key user classifications and how each group accesses system functionality.

User Type	Access Method	Purpose
Internal Users	Azure AD / Power Apps License	Full access to Compass features via D365 UI
Admin Users	Elevated roles in D365 + Azure	Manage configuration, integration, and workflows

Exhibit 4-2: FX Client Compass User Types and Access Methods

Exhibit 4-2 table above summarizes how different user types are authenticated and authorized within the Client Compass platform.

FX Client Compass implements role-based security controls within the access framework to enforce least privilege access. The table below,**Exhibit** 4-3: FX **Exhibit 4-3: FX Service Desk RBAC Roless**, details the specific security roles configured in Dynamics 365 and their associated permissions. Each role provides carefully scoped access to system functionality based on job responsibilities and operational needs.

Role	Purpose
Service Desk Support Supervisor	Full access to all tickets and coaching functions.
Service Desk Support Specialist	Create and manage assigned tickets.
Service Desk Base Role	Access to My Service Desk for ticket creation and tracking.
FX Announcements Administrator	Admin for FX Modules is available in FX Announcements.
FX Announcements Approver	Review and approve Alerts and Announcements.
FX Announcements Creator	Create and submit Alerts and Announcements.
Report Viewer	This role provides access to view dashboards and reports in the Power BI application, interact with the data, and export data.

ROLE	PURPOSE
Report Member	A role can create and edit reports and dashboards. Cannot publish or update the Power BI application.
Report Contributor	A role can create, edit, and publish reports and dashboards in the workspace.
UOC Workforce Manager	Provides the functionality to manage Outbound Campaigns, oversee quality operations in the contact center, and create quality policies and evaluation forms.
UOC Quality Assurance	Provides read-only access to all modules in the UOC to be used by the UOC vendor only. In addition, it provides edit access to omnichannel/Genesys.

Exhibit 4-3: FX Service Desk RBAC Roles

SECTION 5 THE RBAC MONITORING DAILY OPERATIONS PERFORMANCE

5.1 KEY PERFORMANCE INDICATORS (KPI)

Refer to the Appendix for the respective maintenance and operations manuals (runbooks) provided below:

- **APPENDIX A – INFO HUB RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14 PD-14a Operations and Maintenance Manual
  - FX-UOCI-PD-14a-Appendix-A-Knowledgebase-D365-Runbook
- **APPENDIX B – LEARN HUB RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14 PD-14a Operations and Maintenance Manual
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5.2 Monitoring Tools and Techniques

Refer to the Appendix for the respective maintenance and operations manuals (runbooks) provided below:

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5.3 Performance Analysis and Optimization

Refer to the Appendix for the respective maintenance and operations manuals (runbooks) provided below:

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5.4 CONTINUOUS QUALITY IMPROVEMENT

Refer to the Appendix for the respective maintenance and operations manuals (runbooks) provided below:

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- **APPENDIX B – LEARN HUB RUNBOOK**
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SECTION 6 OPERATIONAL PROCEDURES

6.1 Operations Procedures, Including Technical And Desk-Level Business Service Operational Procedures

The UOC Vendor will collaborate with module vendors to monitor any changes that impact training materials for all releases and ensure the most current information is reflected.

The UOC Vendor will review the training and knowledge management materials, at a minimum, on a quarterly basis or as identified by the Agency or module vendors. Items that are deemed critical to operations will be updated when identified following the review and approval process. Each month, there will be an hourly training meeting with UOC client specialists, supervisors, managers, and Agency staff to discuss training updates related to system enhancements, policy changes, or continuous improvement opportunities. Additional training meetings with module vendor partners will be held at the discretion of the FX OCM Training Lead. Items identified during these sessions will follow the review and approval process outlined in **6.1.2.1.4 Review and Approval Process**. Meeting minutes will be provided within 48 business hours after the meeting and stored in a shared location between the UOC Vendor and the Agency.

To discuss the impacts of integrated training material, each of these attendees will come to the meeting prepared to discuss specific materials, the updates that should be made, and the criticality of the update. This expectation will be listed in the quarterly meeting teams invite. The UOC vendor will request these updates, and the attendees will be expected to bring this information to the meeting.

During the meeting, the impacts of integrated training material will be discussed. Each attendee will be prepared to discuss and prioritize specific materials as well as updates to be made. The attendees will be expected to come prepared with updates to the content from identified stakeholders to prioritize the meeting.

The UOC vendor will record impacts on materials and business operations, as well as audiences impacted and prioritized in conjunction with identified stakeholders. Prioritization will be based on compliance and impact on the target audience or system and will be agreed upon in the role Materials Review meeting. The UOC vendor will record impacts on materials and business operations, as well as audiences impacted and prioritized in conjunction with identified stakeholders. Prioritization will be based on compliance and impact on the target audience or system and will be agreed upon in the Materials Review meeting.

6.1.1 Technical (IT) Operations Procedures (Runbooks)

Refer to the Appendix of this document for the respective maintenance and operations manuals (runbooks) provided below:

- **APPENDIX B – LEARN HUB RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14 PD-14a Operations and Maintenance Manual
  - FX-UOCI-PD-14-Appendix-B-Learning-Management-System-Runbook

- **APPENDIX C – NETWORK RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14 PD-14a Operations and Maintenance Manual
  - FX-UOCI-PD-14-Appendix-C-Network-Runbook
- **APPENDIX E – FX CLIENT COMPASS RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual
  - FX-UOCI-PD-14b-Appendix-E-FX-Client-Compass-Runbook
- **APPENDIX H – CONTINGENCY PLANNING RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual
  - FX-UOCI-PD-14b-Appendix-H-Contingency Planning-Runbook
- **APPENDIX K – OMNICHANNEL RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual
  - FX-UOCI-PD-14b-Appendix-K-FX-Omnichannel-Runbook
- **APPENDIX L – FX REPORTING RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual
  - FX-UOCI-PD-14b-Appendix-L-FX-Reporting-Runbook

6.1.2 Desk-Level Business Service Operations Procedures

6.1.2.1 Operations Procedure for Learn Hub

This section provides operational procedures regarding the desk-level business service operations for the Learn Hub application system. The UOC maintains Learn Hub, the FX learning management system. Learn Hub training material is created and maintained according to the Learn Hub processes.

- Updating or Adding New Training Materials
- Updating or Creating a Learning Plan
- Review and Approval Process

Stakeholders can submit a My Service Desk Ticket to request training material updates, archival, and/or creation. These ticket requests are tracked in Service Desk reporting. The UOC Content Manager monitors and tracks the following data in the *FX Training Repository Master Workbook*. The following elements will be tracked (including, but not limited to):

- Artifact Title (FX Training Repository File Name)

- Applicable Audiences
- Keywords
- Original Publish Date
- Current Version
- Last Date Updated
- Learning System (Info Hub/Learn Hub/Both)
- Public (Y/N)
- Business Owner
- Vendor Owner
- Completion and Agency approval dates

6.1.2.1.1 ROLES AND RESPONSIBILITIES

Error! Reference source not found. represents the roles established for Learn Hub and their respective functional details.

LEARN HUB ROLE NAME	ORGANIZATION	DESCRIPTION
User	▪ AHCA, EDW, IS/IP, UOC	▪ Basic user: allowed to access training material, lesson plans, and complete training courses.
Superadmin	▪ UOC	▪ Master User: access to all documents, manage groups & categories, approve training sessions, determine users' roles within a learning/lesson plan, create categories for users, attach a thumbnail to a lesson plan, and archive training sessions & materials.
Content Administrator	▪ UOC	▪ Custom role with Admin privileges related to managing course content in Learn Hub.
Report Administrator	▪ UOC	▪ Custom role with Admin privileges related to running reports in Learn Hub.

Exhibit 6-1: Learn Hub Roles

6.1.2.1.2 PROCESS FOR UPDATING OR ADDING NEW TRAINING MATERIALS

The process for updating the training materials in Learn Hub once a change has been identified is as follows:

1. Gaps and/or areas of improvement will be identified through various input sources (e.g., Service Desk, Help Desk, stakeholder feedback, UOC operations meetings, Module Control Board, release notes etc.)

- All corresponding training materials will need to be updated (i.e., Modules, Courses, Learning Plans, Job Aids, Assessments, and Facilitator Guides).
- The UOC Vendor identifies material in both the Info Hub and Learn Hub environments using the FX Master Repository Training Workbook.

NOTE: For Info Hub, the procedure to analyze feedback to detect changes and keep articles up to date comes from inputs such as, but not limited to: quarterly reviews of content, tickets submitted to the SD using the "New Info Hub Article Request" ticket type (this isn't just for creating new content, but for any change that needs to be made to existing content), comments submitted about an article in Info Hub, and meetings with vendor partners to discuss current articles and upcoming content. For Learn Hub, the procedure is to analyze feedback submitted through course evaluations, quarterly reviews of training materials, meetings with vendor partners to discuss current and upcoming materials, and collaborative communication with the FX OCM Training Lead.

2. UOC notifies the vendor to create or perform updates to materials.
3. Vendor updates or creates material and submits it to the Agency for approval.
4. Upon Agency approval, the UOC Vendor will:

    - Save the training artifacts in the FX Repository, which is provided by the Agency and administered by the UOC Vendor.
    - Update the FX Repository Master Workbook.

5. The UOC Vendor Operations Training Team will validate that the information aligns with system requirements.
6. UOC Vendor Operations Training Team will upload material(s) to Learn Hub and notify the manager or vendor of the upload completion.
7. Module vendor will notify the impacted areas of the changes in coordination with the Agency and the UOC Vendor.
8. If training is needed, then it is scheduled appropriately for the staff.

6.1.2.1.3 PROCESS FOR UPDATING OR CREATING A LEARNING PLAN

The process for updating/creating a learning plan is as follows:

1. Manager or stakeholder submits a request for updating or creating a learning plan.
2. Courses are identified.

    a. Existing courses are selected from published courses.
    b. New courses are created and loaded into the Learn Hub.

3. Manager drafts the learning plan within the sandbox environment and confirms the requirements:

    a. Completion requirements (required vs optional).
    b. Audience requirements.
    c. Enrollment plan (auto-enroll or self-register).

4. SME/Approvers review and approve the learning plan.
5. When approved, the learning plan is published in the production environment.

6.1.2.1.4 REVIEW AND APPROVAL PROCESS

The Learn Hub Review and Approval Process includes, but is not limited to, the following process:

1. The Content Administrator role is responsible for creating and managing training materials, courses, and learning plans.
2. The Content Administrator builds the learning plans in the sandbox environment.
3. The Content Owner reviews the learning plan and confirms the course list and requirements.
4. Once the Stakeholder or Content Owner approves the course or learning plan, the Learn Hub learning plan is published in the Production environment.
5. The Content Administrator assigns learning plans and courses directly to learners.
6. The Report Administrator is responsible for configuring and running reports that include training-related data.
7. The Superadmin role can conduct all tasks that the Content Administrator and Report Administrator can perform in Learn Hub.
8. The Superadmin role, therefore, shall also generate and share reports to track the progress of and with their staff.
9. In addition, the Superadmin role verifies and publishes all courses before they are visible and accessible to learners.
10. UOC Vendor will assign individuals to each of the agreed-upon updates with an agreed-upon completion date, quality review dates, and submission to the Agency date. These assignments will be based on SME knowledge and expertise, availability, and criticality.
11. The Content Administrator or the Superadmin will upload training materials to the Learn Hub in one of the following formats:

    - PDF (Portable Document Format)
    - SCORM (Sharable Content Object Reference Model)

- .mp4
- jpeg, png, gif

12. After assignments are made, the appropriate team/individual will make the updates within the agreed-upon completion date and communicate with the UOC Vendor throughout the process and when the updates have been completed. These updates shall not exceed five business days.
13. When the updates are completed, the appropriate team/individual will have the updates undergo a quality review prior to submission to the Agency for approval of materials.
14. The quality review materials will consist of a review of standards, grammar, spelling, and formatting.
15. When the Agency approves the training and reference material, it will be updated in the module/location where it lives (i.e., Info Hub, Learn Hub) by the UOC Vendor.
16. After the material has been uploaded to the appropriate location, the Manager or module vendor will compose an appropriate communication for the target audience and material, send it to the Agency for one round of approval, and then send a communication to team members who have been impacted by the change.

6.1.2.1.5 LEARN HUB REPORTING

The monthly Learn Hub report will contain cumulative weekly report data, requested edits, and content from the monthly and quarterly content review meetings. The following elements will be tracked:

- Update requested.
- Document to be updated.
- Date request submitted.
- Date reviewed.
- Assigned to/Course Owner.
- Completion date.
- Quality review date.
- Submission to the Agency.
- Publication date.

Ad-hoc report requests for course status and user activity can be requested by the Agency via a Service Desk Ticket. These are then routed to the UOC Vendor for report creation. These reports will be generated and returned to the Agency within 72 business hours of the request being received. This will allow the system to generate the information and perform an internal quality check prior to submission.

6.1.2.2 Operations Procedure for Info Hub

This section provides operational procedures regarding the desk-level business service operations for the Info Hub application system.

6.1.2.2.1 Roles and Responsibilities

Exhibit 6-2: Info Hub Roles represents the roles established for Info Hub and their respective functional details.

Info Hub Role Name	Organization	Description
User	AHCA, EDW, IS/IP, UOC	▪ Users have read-only access to the internal Knowledge Base articles and are able to search for existing articles and rate articles.
Creator	UOC: future releases, Module Vendors, and AHCA	▪ Creators have the ability to create a new article, edit an existing article, import articles, and search for existing articles.
Spanish Translation Approver		▪ Not applicable for FX Enterprise Foundation Release
Haitian Creole Translation Approver		▪ Not applicable for FX Enterprise Foundation Release
Approver	UOC	▪ Approvers have the ability to review, delete, return, deny, and approve submitted articles, as well as import internal legacy articles.
Agency Approver	AHCA	▪ Agency Approvers have the ability to review, delete, return, deny, and approve submitted articles, as well as import external legacy articles.

Exhibit 6-2: Info Hub Roles

Once a request is received via the FX Service Desk for an article to be updated, removed/archived, the request is sent to the UOC vendor.

The request is reviewed by the UOC Vendor and assigned to the appropriate module vendor.

The module vendor will validate the request.

1. Upon validation that the information needs to be updated, the module vendor will update the information and submit it to the Agency for approval.
2. Upon Agency approval, the UOC Vendor Operations Training Team will validate that the information aligns with system requirements.
3. The UOC Vendor Operations Training Team will upload, approve, and publish the material(s) to Info Hub using the approved naming convention and notify the manager or vendor of the upload completion. NOTE: In future releases, other vendors and external partners will be able to create and approve content.

a. The UOC Vendor Operations Training Team will refer to the **FX Info Hub Creator User Guide** for steps on uploading, approving, and publishing materials.

4. The module vendor will notify the affected work groups of the changes, as well as the Agency and the UOC Vendor, for broader communications.

NOTE: There is no external/public-facing material at this time, but there will be separate processes for Internal and External Public-Facing Articles in the future.

6.1.2.2.2 INTERNAL ARTICLE PROCESS

Internal articles are visible only to the internal audience.

1. The Creator creates the article and submits it for review.
2. The Approver reviews, returns, denies, or approves the article.
    a. Returned articles are rejected by the Approver and will not move forward to publication.
        i. The Creator will receive a notification stating the article will not be published and will also be given a reason for the Return.
    b. Denied articles are sent back to the Creator for updates.
3. Once approved, the Approver publishes the article.

6.1.2.2.3 PUBLIC-FACING ARTICLE PROCESS

Public-facing articles will be visible to both internal and external audiences. Processes will be defined moving forward.

NOTE: There were no public-facing articles for the FX Service Desk Release.

6.1.2.2.4 INFO HUB REPORTING

A monthly status report will be delivered to the Agency, which outlines the following information:

- Utilization by article category
- Updated articles
    - Modified date of the articles
- Inventory of articles (total count by article category)
- Article Feedback

Reports can be pulled from the Info Hub on an ad-hoc basis, as outlined in the **FX Info Hub Creator User Guide**.

6.1.2.3 TRAINING

6.1.2.3.1 TRAINING GUIDES FOR LEARN HUB

As part of the FX Learning Management System, Learn Hub streamlines the training process for Florida's Medicaid program by serving as a centralized and integrated training tool.

The Content Administrator or Superadmin on the UOC Vendor Operations Training Team will author Training Guides for Learn Hub and relevant templates for future releases.

Templates are not required for the FX Enterprise Foundation Release, but will be included in future releases.

Refer to the following Learn Hub User Guides provided below:

- **LEARN HUB USER GUIDES**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-13d-a: Training Materials > Appendix-H-Navigating-Training-in-Learn-Hub-User-Guide
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-13d-a: Training Materials > Appendix-I-Learn-Hub-Content-Admin-and-Report-Admin-User-Guide
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-13d- a: Training Materials > Appendix-J-Learn-Hub-Super-Admin-User-Guide

6.1.2.3.2 TRAINING GUIDES FOR INFO HUB

Info Hub is a database of articles, documents, and other resources for information on products, services, and topics related to the FX enterprise organization.

The Info Hub Admin on the UOC Vendor Operations Training Team will author Training Guides and relevant templates for future releases for the UOC Vendor Operations Training Team.

Templates are not required for the FX Enterprise Foundation Release, but will be included in future releases.

Refer to the following Info Hub Training Guides provided below:

- **INFO HUB TRAINING GUIDES**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-13d-a: Training Materials > Appendix-D-Searching-for-Resources-in-Info-Hub-User-Guide

- FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-13d-a: Training Materials > Appendix-E-Info-Hub-Creator-User-Guide
- FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-13d-a: Training Materials > Appendix-F-Info-Hub-Approver-and-Agency Approver-User-Guide

6.2 Backup Procedures

Refer to the PD-10b Contingency Plan (for Disaster Recovery and Business Continuity) for the below Appendixes Backup Procedures.

- **APPENDIX B – LEARN HUB RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14 PD-14a Operations and Maintenance Manual
  - FX-UOCI-PD-14b-Appendix-B-Learning-Management-System-Runbook
- **APPENDIX C – NETWORK RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14 PD-14a Operations and Maintenance Manual
  - FX-UOCI-PD-14b-Appendix-C-Network-Runbook
- **APPENDIX E – FX CLIENT COMPASS RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual
  - FX-UOCI-PD-14b-Appendix-E-FX-Client-Compass-Runbook
- **APPENDIX H – CONTINGENCY PLANNING RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual
  - FX-UOCI-PD-14b-Appendix-H-Contingency Planning-Runbook
- **APPENDIX K – OMNICHANNEL RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual
  - FX-UOCI-PD-14b-Appendix-K-FX-Omnichannel-Runbook
- **APPENDIX L – FX REPORTING RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual
  - FX-UOCI-PD-14b-Appendix-L-FX-Reporting-Runbook

6.3 RESTART/RECOVERY PROCEDURES

Refer to the PD-10b Contingency Plan (for Disaster Recovery and Business Continuity) for the below Appendixes Restart/Recovery Procedures.

- **APPENDIX B – LEARN HUB RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14 PD-14a Operations and Maintenance Manual
  - FX-UOCI-PD-14b-Appendix-B-Learning-Management-System-Runbook
- **APPENDIX C – NETWORK RUNBOOK**
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- **APPENDIX E – FX CLIENT COMPASS RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual
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- **APPENDIX L – FX REPORTING RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual
  - FX-UOCI-PD-14b-Appendix-L-FX-Reporting-Runbook

6.4 MONITORING PROCEDURES

Refer to the Appendix for the respective maintenance and operations manuals (runbooks) provided below:

- **APPENDIX B – LEARN HUB RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14 PD-14a Operations and Maintenance Manual

- FX-UOCI-PD-14b-Appendix-B-Learning-Management-System-Runbook

- **APPENDIX C – NETWORK RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14 PD-14a Operations and Maintenance Manual
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- **APPENDIX E – FX CLIENT COMPASS RUNBOOK**
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  - FX-UOCI-PD-14b-Appendix-K-FX-Omnichannel-Runbook
- **APPENDIX L – FX REPORTING RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual
  - FX-UOCI-PD-14b-Appendix-L-FX-Reporting-Runbook

6.5 OCM Implementation, Cutover, and Operational Support

This section outlines the pre-and post-implementation, cutover, and operational support initiatives that will require direct coordination with impacted users for the FX Service Desk Release. These tactical initiatives intensify immediately before Go-Live and start with the Change Champion Network (CCN) meetings, continuing through Go-Live and into the first ninety (90) calendar days of stabilization. These critical phases not only test the processes, tools, templates, and activities that have been developed for the cutover phase of this release but also orient the impacted end users to their involvement in the changes that are occurring in their jobs and what they need to do to adapt to these changes. Additional pre-implementation processes are covered in *PD-9a: Implementation Plan and Software Release Plan*.

The OCM Team, with support from the Project Managers (PMs), tracks all discrete activities across all OCM (and dependent) domain areas (i.e., training, communications, organizational design, project management, and outreach/stakeholder engagement) 90 days or twelve weeks prior to the cutover/Go-Live date and up to 90 days of post-implementation support. This level of detail is required to closely track the integration of several activities. OCM is 'front and

center' at this juncture, and the monitoring and control at this level of detail minimizes gaps in planning and allows for quick remediation of any outstanding items.

The weeks leading up to the Go Live date, when the daily calls are initiated by the IS/IP Release Manager, dictate clear directions with impacted end users (i.e., what they can expect, when, what they need to do, how they are supported, etc.). The convergence of many of the planned activities plays a pivotal role in this regard, where the Release Management strategy, communications, the approval of all key planning activities, and the usage of existing and new methods to communicate updates to our impacted users quickly are assessed.

The operations, cutover, and post-implementation support activities serve this role. Below is a summary of the key focus areas immediately before, during, and after Go-Live with the Change Champion Network, our primary outreach forum, which mobilizes as 'eyes and ears' for the Bureaus impacted in the FX Service Desk Release.

6.5.1 IMPLEMENTATION SUPPORT

Implementation Support outlines the activities that will occur 10 weeks before and 90 days after Go-Live. OCM Vendor activities will include the following.

- Confirm with the Release Manager all contact information of any involved vendor and end-user staff, and maintain close coordination with this role and these functions/actions
- Verify training roles and validate modules and materials for each impacted end user requiring training
- Work with the IS/IP Vendor, other applicable modules, and application vendors to review and verify that the RBAC matrix has all appropriate users identified via communication with the Agency OCM Team and properly provisioned. This includes, but is not limited to:
  - RBAC roles are assigned correctly to the users
  - Verifying with IS/IP and other applicable module and application vendors that security permissions are set correctly for each impacted end user
  - Training modules are appropriately assigned by the user/training role
  - Users requiring bulk provisioning as part of a cutover have been confirmed and approved by AHCA
- UOC OCM Training Lead will review and verify that materials are complete and will be loaded to Learn Hub and Info Hub; refer to section *6.6.2 Cutover Activities* for additional information:
  - Verify that the training roles are associated with the correct users
  - Verify that the correct modules are assigned to the correct roles
  - Verify that the assigned modules align with the users ' needs

- Upon verification, load approved training materials to the Info Hub and the Learn Hub and test for the appropriate/accurate version, ensuring that each document that is required is loaded properly.

- UOC OCM Training Lead and UOC OCM Communication Lead confirm the following metrics can be collected and shared during Go-Live:
  - Number of registrants and participants in the Learn Hub
  - Number of courses completed in Learn Hub
  - Number of articles accessed in the Info Hub
  - Click-through rate for fliers on FX Insight
  - Number of Feedback forms submitted from FX Insight
- The CCN participants have been developed as the key outreach mechanism for impacted stakeholders in the Agency; each participant is responsible for reaching out to their respective colleagues in the bureaus to discuss the changes that are shared with them during the Change Champion meeting and refer their colleagues to all reference job tools (i.e., fliers, job aids, FX Insight, Info Hub, feedback mechanisms, Service Desk access, etc.).
- In the week prior to the Go-Live cutover activities, during the Change Champion Network meeting, the UOC OCM Vendor will provide essential information regarding the impending release, the key items that impacted users can expect, and provide the supporting materials to aid their transition to the new solutions' features. The meeting will include:
  - Next steps leading up to and through Go-Live, and what features they will see
  - What to do to prepare this week for Go-Live
    - Look for communications from the FX Director, FX Deputy Director, or FX@ahca.myflorida.com
    - Share emails and fliers with their Bureaus and colleagues
    - Monitor FX Insight daily for updates to fliers or communications regarding workarounds, document progress, and fixes/improvements
  - Day before Go-Live, the Change Champions are tasked with:
    - Review all material shared in the CCN Meeting (guides, emails, fliers) on FX Insight, Info Hub, and FX Announcements in the FX Enterprise Portal
    - Review FX Insight for the latest updates
  - Day 1 expectations and actions as outlined in the communications that are sent
    - Log in to the network and access the FX Enterprise Portal and My Service Desk
    - Re-review material on FX Insight
    - Access the Info Hub and review materials available (i.e., user guides, procedures, manuals, etc.)

- Access the Learn Hub and complete the assigned training
- Reach out to the FX Service Desk for technical assistance at:
    - 1-844-UOC-FXSD (862-3973)
- Submit feedback via the Feedback form on FX Insight or email servicedesk@floridafx.gov
- NOTE: Others who are assigned RBAC Roles for FX Service Desk, FX Announcements, Workforce Management, and Reporting should log into those modules and applications
    - During implementation, feedback and support requests for these modules and applications should be directed to 1-844-UOC-FXSD (862-3973).

› Day 2 and going forward, expectations and actions

- Continue to complete the assigned training on the Learn Hub
- Continue to review the material on the Info Hub
- Provide feedback via the Feedback form on FX Insight and FXServiceDesk@floridafx.gov.
- Reach out to the FX Service Desk for technical assistance

6.5.2 Organizational Change Management (OCM) Cutover Activities

The OCM Vendor team will be ready for the cutover activities that have been documented and approved in the readiness checklist. These activities are essential to complete all OCM deployment activities. OCM Vendor activities include, but are not limited to:

- **Integration across all teams**
    - › Participate in the cutover group messaging
- **Training**
    - › Load content into the Learn Hub production environment
    - › Begin the process of loading articles into the Info Hub production environment
    - › Execute smoke testing on the content that is loaded in the Info Hub and Learn Hub
    - › Confirm RBAC roles and responsibilities with the user, with alignment to training in the Learn Hub.
    - › Participate in the messaging of deployment activities with AHCA
- **Communications**
    - › OCM Vendor to prepare to send messaging based on deployment outcome (success email vs delay email)

- Messaging is sent to users, leaders, vendors, the AHCA IT Help Desk, IV&V, and all staff at FX.
- FX Announcement posted to the FX Enterprise Portal.
- A separate message is sent to ESC members, Statewide Medicaid Managed Care (SMMC) Clients, iSMEs, FX Leaders, AHAC Leaders, IV&V, and Vendor Leaders.

6.5.3 Operations Support

Immediately following Go-Live and assuming the Go-Live cutover is successful, the Operation Support and post-implementation activities will start the following business day, the morning after the cutover, when all impacted end users arrive at work.

The processes outlined below will continue for 90 days post-Go-Live.

- Confirm users understand what was implemented and what they need to do to use the solutions, and report any concerns or issues while getting the proper support from the team.
- Send out the appropriate messaging based on the outcome of the cutover (i.e., Success email if the cutover was successful or the Contingency email if there is a delay in the cutover)
  - Communications will continue through the 90-day post-Go-Live period, with a higher frequency of communications earlier in the 90 days and a reduction in frequency over time.
- Continue to load material into the Learn Hub and Info Hub
- Reach out to FX Insight to determine if any Feedback forms were submitted
  - Use these to inform Training and Communications of any changes needed or to create “workaround” processes
- The UOC OCM Vendor Training Lead, Communications Lead, and overall OCM Lead are to participate in the Command Center to monitor the need for “workaround” processes to be documented, reviewed, approved, and emailed
- Starting 2 days after Go-Live through 90 days
  - Work with the UOC Vendor to pull data from Info Hub Reports, Learn Hub Reports, Service Desk Dashboards, and Power BI Reports to assess User Utilization, FX Service Desk Proficiency, and User Satisfaction
  - Send out emails and fliers to users as outlined in PD-13b-a: Appendix A - OCM Communications Plan Matrix of PD-13b-a: OCM Communications Approach and Communications Plan.
  - Review and update training and guides as needed
  - Participate in and complete all Lesson Learned activities

- Communication of metrics will be sent out each week in coordination with the FX OCM Training Lead, following Go-Live and as requested by the Agency
- Technical support will continue to be provided via the FX Service Desk
- Updates will be provided in the Change Champion Network meetings as requested

If the Go-Live cutover weekend is unsuccessful, the Operation Support and post-implementation activities will take place starting the next business morning after the cutover, when all impacted end users arrive at work.

CCN call to action items:

- Log in daily
  - Remind the Bureaus and colleagues to log into the system and access the FX Enterprise Portal using Single-Sign-On (SSO), then log into My Service Desk to be sure that users have access to and are familiar with the application.
  - Remind the Bureaus and colleagues to log into Learn Hub and complete the necessary training.
  - Remind the Bureaus and colleagues to log into Info Hub and review guides and other materials.
- Communicate often
  - Share emails that are sent out daily and weekly, that outline the metrics and overall adoption
  - Remind teams to complete the training.
  - Encourage the Bureaus and colleagues to use the FX Insight Feedback Form for enhancements and additional recommendations
  - Encourage the Bureaus and colleagues to reach out to the FX Service Desk for technical issues

Activities beyond the immediate go-live operations support will consist of:

- Daily monitoring by the UOC OCM Vendor Training Lead of Learn Hub and Info Hub activity via a tracker stored in a shared location with the Agency
  - Monitor the Service Level Metrics (SLMs), User Utilization, system Proficiency, and User Satisfaction
  - Review feedback from the FX Service Desk Tickets and Surveys, and determine necessary updates to training material or supporting documentation.
  - Assess the need for additional training based on feedback via surveys
  - Assess the need for additional supporting documentation based on feedback submitted to the FX Service Desk

- Daily system maintenance monitoring
  - Support the monitoring of downtime
  - Review feedback from the FX Service Desk regarding general system usability.

The following subsection expands on the operational support activities introduced in the previous section by providing detailed procedures related to FX UOC network configuration, monitoring, and recovery. These network procedures ensure the stability, availability, and performance of the infrastructure supporting FX systems and services. The FX UOC Network Runbook serves as a reference for technical staff managing day-to-day operations, maintenance, and contingency planning across critical network assets.

6.6 FX UOC Omnichannel Overview

This section provides an overview of the *FX Omnichannel Runbook*, which documents the foundational architecture, monitoring processes, and operational responsibilities associated with the Genesys Cloud-based *FX Service Desk* platform. The runbook is a critical reference for managing omnichannel infrastructure, ensuring uptime, supporting service continuity, and enabling proactive response to platform events.

6.6.1 Purpose of the Omnichannel Runbook

The FX Omnichannel Runbook serves as the operational backbone for managing cloud-based interactions across phone and email channels. It defines how Genesys Cloud is integrated into the *FX Service Desk* ecosystem and outlines the supporting infrastructure, data flows, and monitoring tools needed to sustain platform performance. The runbook is primarily used by platform administrators, technical leads, and operations supervisors responsible for ensuring uninterrupted service.

6.6.2 Platform Architecture and Infrastructure

The Genesys Cloud environment uses a distributed Amazon Web Services (*AWS)* architecture with designated core and satellite regions. The FX Service Desk is hosted in a specific core region based on geographic and operational requirements, with traffic routing and management configured accordingly.

The runbook describes the cloud-native architecture of the FX platform, including key components such as:

- **Genesys Cloud Microservices Framework** – Built on Amazon Web Services (AWS), supporting scalability and fault tolerance.
- **Single Core Environment** – Designed for cost efficiency and simplified management, with a focus on high availability.
- **Backup and Redundancy** – Real-time data protection across regions, including platform-wide failover capabilities.

- **Role-Based Access Control** (**RBAC**) – Access permissions aligned to organizational roles and security protocols.

The diagram below, **Exhibit 6-3: Omnichannel Cloud Platform Architecture** Overview, illustrates the core components of the FX Service Desk cloud environment, including microservices, regional architecture, and redundancy layers.

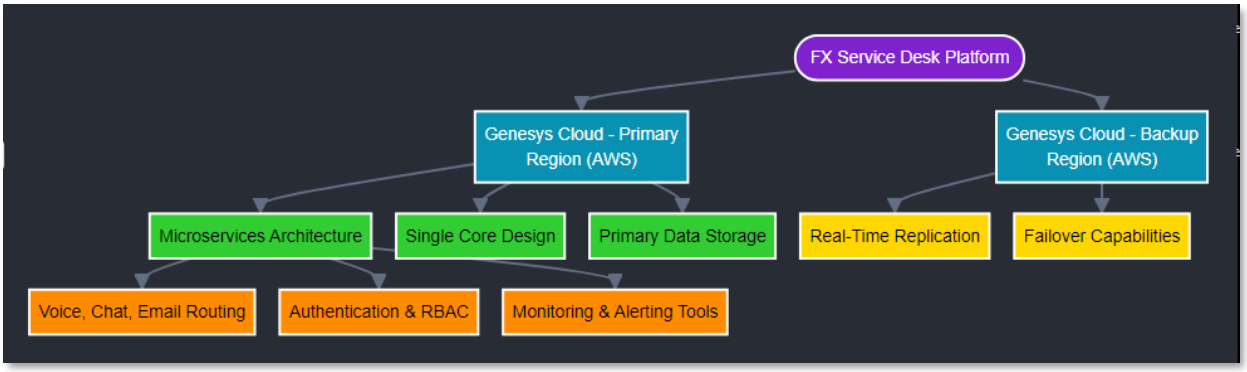

Exhibit 6-3: Omnichannel Cloud Platform Architecture Overview

The diagram above**, Exhibit 6-3** provides a high-level view of the FX Service Desk's cloud infrastructure, emphasizing resilience, scalability, and AWS-based redundancy.

6.6.3 Monitoring and Daily Operations

Real-time system health and platform status can be monitored through the Genesys status page, providing immediate visibility into operational conditions and any active incidents.

The FX Omnichannel Runbook defines daily support and monitoring activities required to maintain platform performance, including:

- **Monitoring Tools and Alerts** – Use of Genesys-provided dashboards and alarms to detect system degradation, outages, or anomalies.
- **Health Checks and Service Verifications** – Daily validation of critical services, interaction routing, and availability of endpoint integrations.
- **Incident Handling and Recovery Protocols** – Escalation paths and recovery actions for resolving platform issues.

The diagram below**, Exhibit 6-4: Monitoring and Incident Response Workflow**, illustrates how the FX Service Desk platform uses Genesys Cloud monitoring tools to detect issues, trigger alerts, and support escalation and resolution workflows.

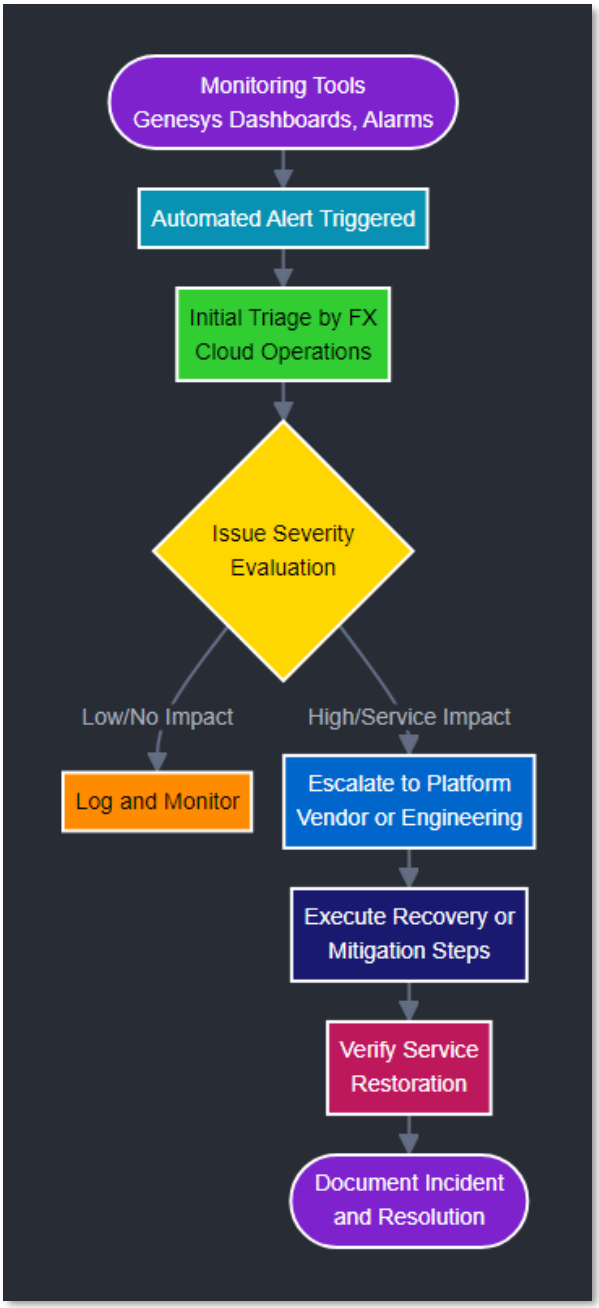

Exhibit 6-4: Monitoring and Incident Response Workflow

The diagram above, Exhibit 6-**Exhibit 6-4** reflects the structured sequence of events that guide system alert handling and escalation procedures to ensure uninterrupted FX Service Desk operations.

6.6.4 Maintenance, Releases, and Quality Improvements

Genesys Cloud operates on a weekly release cycle, with feature approvals on Thursdays and deployments beginning the following Monday. The runbook outlines how these releases are communicated, evaluated, and implemented within the FX environment to minimize operational disruption.

The runbook outlines ongoing processes to ensure operational stability and service quality, including:

- **Release Planning and Change Management** – Coordination of patching, configuration changes, and feature deployments.
- **Platform Optimization** – Continuous assessment of performance metrics and infrastructure costs.
- **Quality Control and Automation** – Use of proactive automation scripts and diagnostic tools to reduce manual intervention and error rates.

The following diagram, **Exhibit 6-5: Omnichannel Release and Change Workflow**, illustrates the process used to evaluate, authorize, and deploy Genesys Cloud updates and configuration changes within the FX environment.

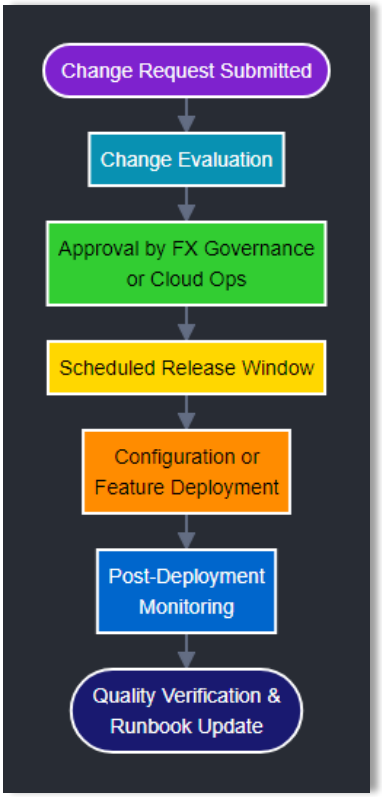

Exhibit 6-5: Omnichannel Release and Change Workflow

The diagram above, **Exhibit 6-5**, reflects the structured process of managing and deploying changes while preserving service stability and ensuring runbook documentation remains current.

6.6.5 Access and Document Governance

The FX Omnichannel Runbook is version-controlled and maintained in accordance with the FX Artifact Management Standards. All updates must be formally approved and documented through a structured change control process. The most current version is stored in SharePoint and referenced in the **Error! Reference source not found.** of this manual.

Runbook ownership resides with the *FX Cloud Operations* team in collaboration with the *FX Service Desk Release* team. Content reviews are conducted on a scheduled basis or as needed to reflect platform changes, vendor updates, or support enhancements.

The following section provides an operational overview of FX UOC's performance reporting framework. It includes monitoring practices, alerting procedures, data quality validation, and role-based responsibilities related to reporting deliverables. The FX Reporting Runbook supports the FX Service Desk's ongoing compliance with Service Level Metrics (SLMs) and offers insights into data governance, version control, and user access protocols across Power BI and related platforms.

6.7 FX UOC Reporting

This section summarizes the FX Reporting Runbook, which documents the system architecture, operational procedures, roles, and security practices for the Power BI-based reporting environment that supports the FX Service Desk Release. The runbook defines how data from Dynamics and Genesys is transformed into business intelligence for contractual reporting, performance monitoring, and decision-making support.

6.7.1 Reporting Platform Overview

The FX reporting environment is built using Power BI and Microsoft Azure Data Factory (ADF). Data from Dynamics and Genesys is extracted, transformed, and loaded into a SQL (Structurd Query Language) data warehouse. From there, Power BI connects to these datasets to generate interactive reports and dashboards. This environment supports real-time or near-real-time analytics, contractually required service level monitoring, and strategic operational insights

The diagram below, **Exhibit 6-**, illustrates the end-to-end data movement across the FX reporting environment, from source systems to report delivery**.**

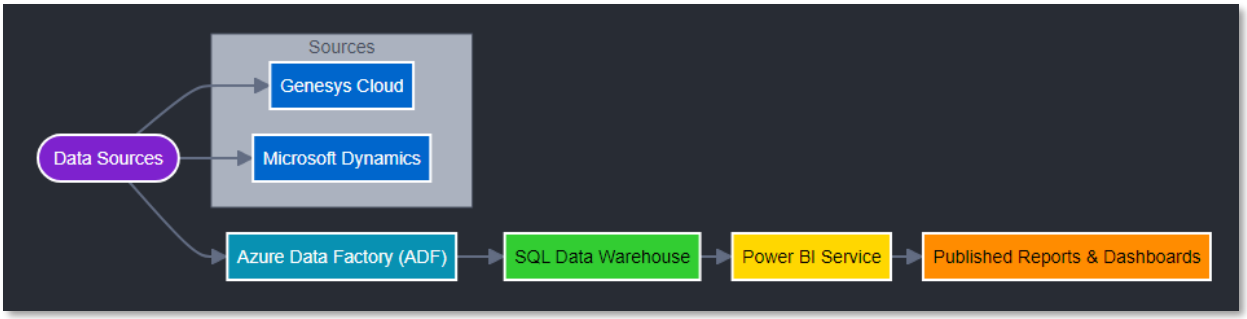

Exhibit 6-6: Reporting Data Flow Overview

The diagram above, **Exhibit 6-6**, provides a high-level view of how data from Genesys Cloud and Microsoft Dynamics is transformed and visualized within the FX reporting environment using Azure Data Factory, SQL, and Power BI.

6.7.2 Roles and Responsibilities

The runbook defines four reporting roles, each governed by role-based access control (RBAC):

- **Report Admin** – Can create, edit, and publish reports and manage user roles.
- **Report Member** – Can create, edit, and publish reports.
- **Report Contributor** – Can create and edit, but not publish.
- **Report Viewer** – Can view and export data, but not make report changes.

These roles are aligned with FX data governance standards and are enforced across the reporting workspace.

6.7.3 Operational Procedures

Day-to-day reporting operations focus on data integrity, performance, and stakeholder support. Key responsibilities include:

- **Data Refresh Monitoring** – Ensuring ADF pipelines and Power BI datasets refresh as scheduled.
- **Performance Checks** – Monitoring for latency and data discrepancies.
- **Report Maintenance** – Making updates to reflect stakeholder needs or contractual metrics.
- **User Support** – Responding to report questions and guiding new users.

Operational overhead is minimized due to automation. The focus remains on oversight and responsiveness.

6.7.4 Monitoring and Alerting

The reporting environment uses Power BI dashboards to monitor key service-level metrics (SLMs) and other operational indicators. Admins receive alerts in the event of refresh failures, with error codes and messages that support quick diagnosis. Monitoring ensures consistent reporting availability and alignment with contractual obligations.

6.7.5 Change Management and Release Planning

Report releases are governed by contractually defined timelines and change-approval workflows. The runbook emphasizes:

- Pre-scheduled release planning and stakeholder validation
- Documentation of risks and issues during each cycle
- Mitigation strategies for report delays or failures

This approach ensures that deliverables meet both technical and contractual expectations.

The diagram below, **Exhibit 6-7: Report Development and Release Workflow**, outlines the process used to plan, validate, and deploy reporting deliverables within the FX Service Desk environment.

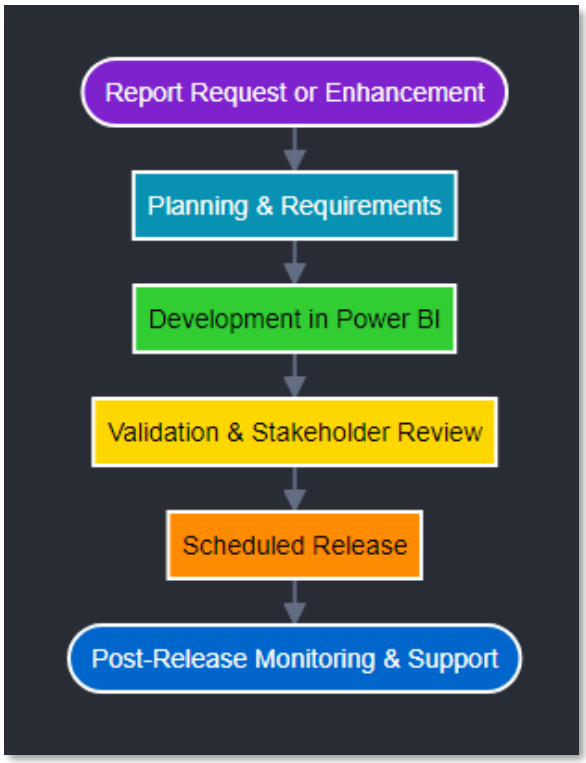

Exhibit 6-7: Report Development and Release Workflow

The diagram above, **Exhibit 6-7**, highlights the structured approach to ensure report accuracy, stakeholder alignment, and compliance with FX release schedules.

6.7.6 Disaster Recovery

The IT and security teams handle disaster recovery responsibilities. While the reporting environment depends on data infrastructure, the reporting team does not own DR protocols. All backup and recovery procedures are managed under the broader FX infrastructure plan.

6.8 Data Management and Security

SECTION 7 ROUTINE MAINTENANCE

7.1 SCHEDULED MAINTENANCE ACTIVITIES

Refer to the Appendix for the respective maintenance and operations manuals (runbooks) provided below:

- **APPENDIX B – LEARN HUB RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14 PD-14a Operations and Maintenance Manual
  - FX-UOCI-PD-14a-Appendix-B-Learning-Management-System-Runbook
- **APPENDIX C – NETWORK RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14 PD-14a Operations and Maintenance Manual
  - FX-UOCI-PD-14a-Appendix-C-Network-Runbook
- **APPENDIX E – FX CLIENT COMPASS RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual
  - FX-UOCI-PD-14b-Appendix-E-FX-Client-Compass-Runbook
- **APPENDIX H – CONTINGENCY PLANNING RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual
  - FX-UOCI-PD-14b-Appendix-H-Contingency Planning-Runbook
- **APPENDIX K – OMNICHANNEL RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual
  - FX-UOCI-PD-14b-Appendix-K-FX-Omnichannel-Runbook
- **APPENDIX L – FX REPORTING RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual
  - FX-UOCI-PD-14b-Appendix-L-FX-Reporting-Runbook

7.2 PREVENTIVE AND CORRECTIVE ACTIONS

Refer to the Appendix for the respective maintenance and operations manuals (runbooks) provided below:

- **APPENDIX B – LEARN HUB RUNBOOK**

- FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14 PD-14a Operations and Maintenance Manual
- FX-UOCI-PD-14a-Appendix-B-Learning-Management-System-Runbook

- **APPENDIX C – NETWORK RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14 PD-14a Operations and Maintenance Manual
  - FX-UOCI-PD-14a-Appendix-C-Network-Runbook
- **APPENDIX E – FX CLIENT COMPASS RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual
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  - FX-UOCI-PD-14b-Appendix-H-Contingency Planning-Runbook
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  - FX-UOCI-PD-14b-Appendix-K-FX-Omnichannel-Runbook
- **APPENDIX L – FX REPORTING RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual
  - FX-UOCI-PD-14b-Appendix-L-FX-Reporting-Runbook

7.3 Patch Management and Updates

Refer to the Appendix for the respective maintenance and operations manuals (runbooks) provided below:

- **APPENDIX B – LEARN HUB RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14 PD-14a Operations and Maintenance Manual
  - FX-UOCI-PD-14a-Appendix-B-Learning-Management-System-Runbook
- **APPENDIX C – NETWORK RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14 PD-14a Operations and Maintenance Manual
  - FX-UOCI-PD-14a-Appendix-C-Network-Runbook

- **APPENDIX E – FX CLIENT COMPASS RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual
  - FX-UOCI-PD-14b-Appendix-E-FX-Client-Compass-Runbook
- **APPENDIX H – CONTINGENCY PLANNING RUNBOOK**
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  - FX-UOCI-PD-14b-Appendix-H-Contingency Planning-Runbook
- **APPENDIX K – OMNICHANNEL RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual
  - FX-UOCI-PD-14b-Appendix-K-FX-Omnichannel-Runbook
- **APPENDIX L – FX REPORTING RUNBOOK**
  - FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual
  - FX-UOCI-PD-14b-Appendix-L-FX-Reporting-Runbook

SECTION 8 DOCUMENTATION MANAGEMENT

8.1 User Documentation Including Desk-Level Business Services Operational Procedures

The UOC Vendor will use the 'FINAL' folder as the location for maintaining the approved version of the PD-14a Operations and Maintenance documents associated with the user documentation that includes desk-level business services operational procedures, as these documents are "living" and will be updated in response to operational needs. Updates to this documentation set will adhere to the FX Artifact Management Standards (AMS) version 300 and FX deliverable/work product submission standards.

8.1.1 Technical (IT) Documentation Management (Runbooks)

The UOC Vendor will use the 'FINAL' folder as the location for maintaining the approved version of the PD-14a Operations Maintenance documents associated with the IT Runbooks, as these documents are "living" and will be updated in response to operational needs. Updates to this documentation set will adhere to the FX Artifact Management Standards (AMS) version 300 and FX deliverable/work product submission standards.

8.1.2 Desk-Level Business Service Operations Documentation Management (User Manuals)

The UOC Vendor will use the 'FINAL' folder as the location for maintaining the approved version of the PD-14a Operations Maintenance documents associated with the User Manuals, as these documents are "living" and will be updated in response to operational needs. Updates to this documentation set will adhere to the FX Artifact Management Standards (AMS) version 300 and FX deliverable/work product submission standards.

8.2 Training Materials

The UOC Vendor will use the FX Repository Master Workbook to track all Info Hub and Learn Hub content.

8.3 System Documentation Overview

The UOC Vendor will use the 'FINAL' folder as the location for maintaining the approved version of the PD-14a Operations Maintenance documents associated with the System Documentation Overview, as these documents are "living" and will be updated in response to operational needs. Updates to this documentation set will adhere to the FX Artifact Management Standards (AMS) version 300 and FX deliverable/work product submission standards.

8.4 FX UOC Runbooks

FX UOC runbooks are detailed step-by-step guides that outline procedures and technical instructions for routine operations, maintenance tasks, and incident responses across the Unified Operations Center (UOC). These documents serve as operational playbooks for system administrators, support teams, and other technical personnel responsible for sustaining FX UOC services and platforms.

Each runbook included in PD-14 supports a specific operational or technology area, including software applications, infrastructure, reporting, communications, and incident response protocols. These runbooks promote consistency, operational efficiency, and audit readiness across the FX Program.

NOTE: PD-14 contains summary versions of each runbook. Full runbook documentation is referenced in each corresponding appendix.

8.4.1 Purpose and Value of Runbooks

The primary purpose of FX UOC runbooks is to ensure consistency and accuracy in the execution of technical and operational tasks. They provide structured guidance to minimize errors, reduce downtime, and ensure continuity of service delivery. Runbooks are especially critical in complex IT environments, such as the FX Program, where precision and repeatability are essential.

FX UOC runbooks are maintained to support the following:

- Business continuity
- Cross-training and staff onboarding
- System reliability and uptime
- Standardization of repeatable processes
- Internal and external audit preparedness

8.4.2 Intended Audience

The runbooks included in PD-14 are written for the following operational roles and stakeholders:

- FX UOC Service Desk Support Supervisors
- System Administrators
- Network Engineers
- Business Analysts and Technical SMEs
- Compliance Officers and Agency Stakeholders
- Managed Service Providers supporting FX operations

8.4.3 Common Scope of FX UOC Runbooks

The contents of each runbook are tailored to its subject area, but most include:

- **Routine Operations** – Instructions for daily system use, performance checks, and data refresh validation
- **Maintenance Tasks** – Steps for patching, reconfigurations, and infrastructure upkeep
- **Incident Response** – Processes for issue detection, escalation, mitigation, and communication
- **Automation** – Guidance for leveraging tools and scripts to reduce manual effort
- **Security and Access** – Role-based access models, data protection protocols, and auditing mechanisms
- **Disaster Recovery** – Failover, backup, and business continuity measures, where applicable

Runbooks may vary in length and complexity depending on the system or team they support. Some focus on infrastructure and network operations, while others emphasize application-specific workflows, integrations, or reporting functionality.

8.4.4 FX UOC Runbooks in PD-14b

The following runbooks are included in PD-14b and appear as Sections 18 through 24. Each runbook includes a high-level summary of operational components and exhibits, where applicable. Full implementation details and process steps are available in the corresponding appendix.

The table below, **Exhibit 8-1: DX UOC Runbooks and Section References**, summarizes the runbooks included in PD-14b, along with a brief description of each. These runbooks provide structured guidance across critical operational areas within the FX UOC environment.

Runbook Title	Description
FX UOC Network Runbook (Appendix C)	Describes network architecture, protocols, and maintenance procedures used to support UOC connectivity, security, and performance.
FX UOC Contingency Planning Runbook (Appendix H)	Outlines contingency operations for service interruption scenarios, including roles, escalation procedures, and recovery planning.
FX UOC Incident Response Runbook (Appendix F)	Details the structure, classification, escalation paths, and communications protocols used for incident response across the FX ecosystem.
FX UOC Omnichannel Runbook (Appendix-K-Omnichannel-Runbook)	Documents the Genesys Cloud configuration, role assignments, queue management, and omnichannel routing rules supporting the Service Desk.

RUNBOOK TITLE	DESCRIPTION
FX UOC Reporting Runbook (Appendix-L-FX-Reporting-Runbook)	Describes the reporting pipeline from Genesys and Dynamics into Power BI, including data flows, dashboards, refresh logic, and version control.
FX Client Compass Runbook (Appendix-E)	Summarizes the FX Client Compass platform built on Microsoft's Power Platform, including application modules, user access, security roles, and infrastructure components.
Info Hub Runbook (FX-UOCI-PD-14a-Appendix-A-Knowledgebase-D365-Runbook-100)	Documents how the Info Hub knowledge base is maintained, updated, and accessed within FX UOC, including procedures for article curation, publishing, approval workflows, and integration with Service Desk operations.
Learn Hub Runbook (FX-UOCI-PD-14a-Appendix-B-Learning-Management-System-Runbook-100)	Summarizes the procedures for maintaining FX's internal learning platform, including course deployment, user access provisioning, training compliance tracking, and content versioning.

Exhibit 8-1: FX UOC Runbooks and Section References

The table above, **Exhibit 8-1**, provides a high-level overview of the runbooks included in PD-14 and the corresponding sections in which each is summarized. These artifacts ensure that critical UOC procedures are accessible, structured, and traceable for technical and non-technical stakeholders alike.

The diagram below, **Exhibit 8-2**, illustrates how FX UOC runbooks are developed, summarized in PD-14, and maintained as operational artifacts across the FX UOC Program. It provides a high-level view of the runbook lifecycle from creation through ongoing version control and use by support teams.

Exhibit 8-2: FX UOC Runbook Development and Utilization Workflow

Exhibit 8-2 above provides a simplified view of how runbooks evolve from development through operational use and maintenance within the FX Program.

SECTION 9 CONFIGURATION AND CHANGE MANAGEMENT

The scope of the Configuration Management and Release Management Plan (CMRMP) accounts for the integration and shared technical delivery service areas of the UOC Vendor as required by the FX Technical Standards. The CMRMP establishes the technical and administrative practices and surveillance for the management of configuration items that are to be placed under the configuration control of the UOC Vendor. The CMRMP includes a structured process to track who has introduced the change, the rationale for the change, and when the change must be promoted to the designated environment(s).

The UOC Vendor will participate in and adhere to the Agency's Enterprise Release Management (ERM) process as well as the Module Change Board (MCB) process.

9.1 CONFIGURATION MANAGEMENT PROCESS

9.1.1 APPLICATION

This section describes how configuration changes are made within each system and the subsequent process to deploy those changes.

9.1.1.1 INFO HUB CONFIGURATION CHANGES AND DEPLOYMENT

Changes to Info Hub involve a structured approach, starting with the customization of various elements, including forms, fields, labels, and more, to meet specific business needs. Once the changes are applied, a thorough testing and validation process ensures their functionality before deployment to testing environments for further assessment. After successful testing, the changes are documented, communicated to stakeholders, and deployed to the production environment. Users are informed and trained on the updated features.

Exhibit 9-1: Info Hub Configuration demonstrates the form editor within the Info Hub with features such as customization of forms, fields, labels, etc.

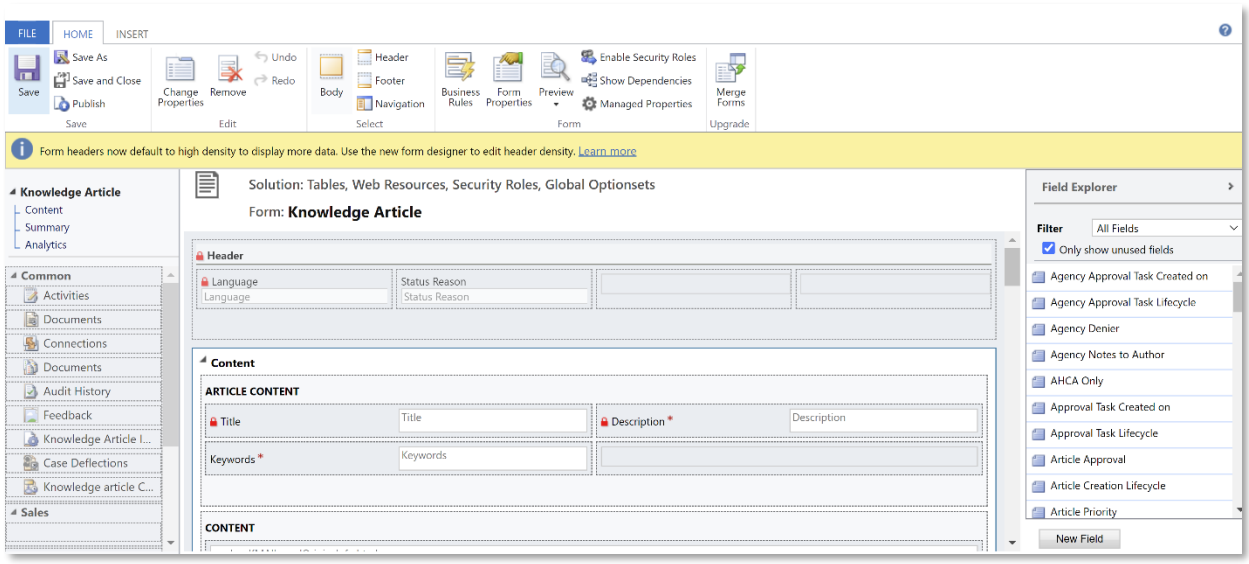

Exhibit 9-1: Info Hub Configuration

Exhibit 9-2: Info Hub Deployment demonstrates how publishing customizations within Info Hub is coordinated.

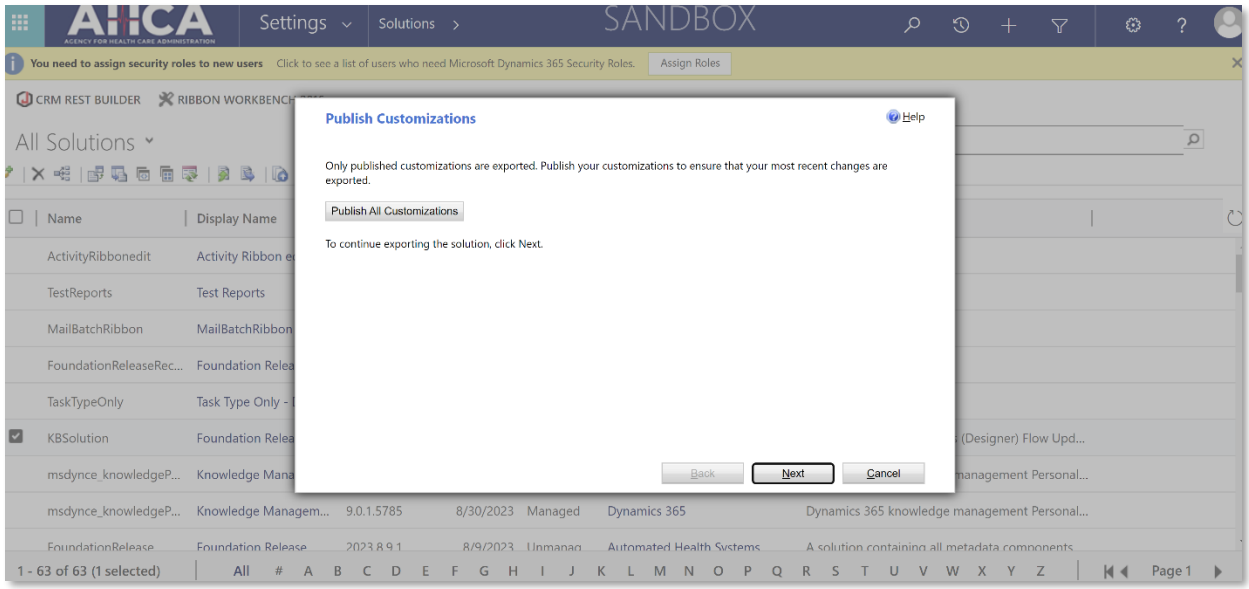

Exhibit 9-2: Info Hub Deployment

9.1.1.2 Learn Hub Configuration Changes and Deployment

Changes to the Learn Hub courses undergo a systematic process, starting with content development and editing by designated individuals, followed by reviews and approvals for alignment with learning goals. Courses are structured, sequenced, and tested, potentially

integrated into learning paths, and then deployed to learners. Documentation and communication inform users of the updates, with potential support or training offered, while ongoing monitoring and version control ensure content accuracy and facilitate improvements over time. This structured approach guarantees learners access to high-quality, updated course content, promoting effective learning experiences within Learn Hub.

Exhibit 9-3: Learn Hub Course Configuration demonstrates course management configuration within the Learn Hub platform.

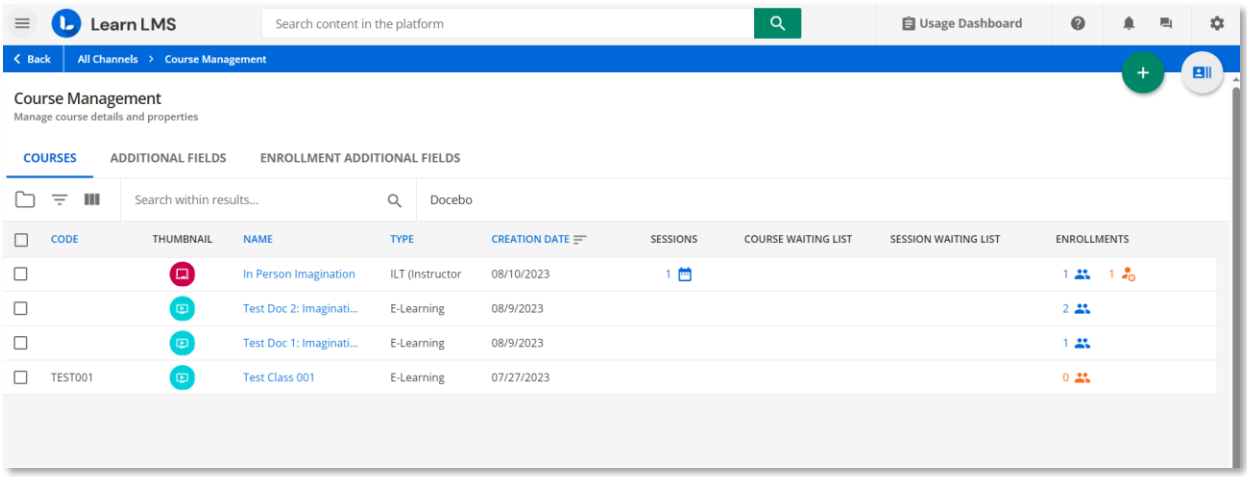

Exhibit 9-3: Learn Hub Course Configuration

Exhibit 9-4: Learn Hub Course Deployment demonstrates how to approve and publish a course within Learn Hub.

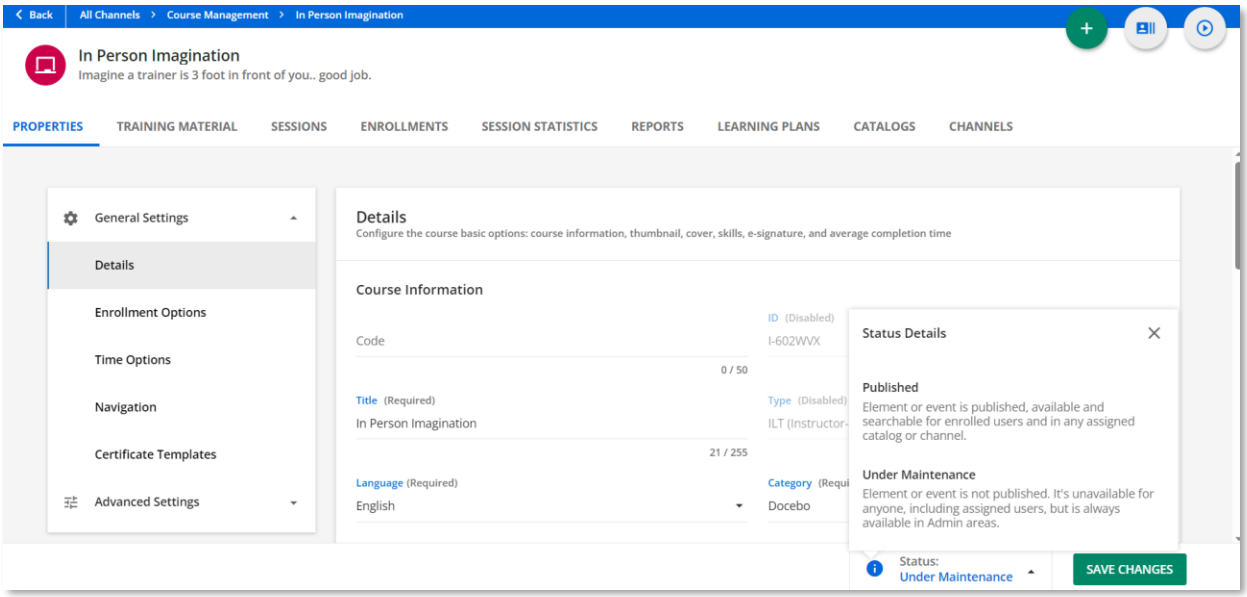

Exhibit 9-4: Learn Hub Course Deployment

9.1.1.3 SOURCE CODE MANAGEMENT

Exhibit 9-5: Source Code Management describes how content within each system is handled under source control and typical naming conventions.

SYSTEM	VERSION CONTROL	BUILD NAMING CONVENTION
Info Hub	▪ VSTS (Visual Studio Teams Services), solutions	▪ C#: “UOC.ExampleNamespace.ExampleClass” ▪ Web Files: “uoc_ExampleJavaScript.js” ▪ D365 Solutions: “Foundation Release”
Learn Hub	▪ Learn Hub Central Repository	▪ Course: “Introduction to Project Management” ▪ Learning Path: “New Employee Onboarding Path” ▪ Category: “Technical Skills” ▪ Material: “Presentation_Slides” ▪ Event: “Quarterly_Numbers_Meeting” ▪ Custom Page: “Welcome_Message” ▪ Content Module: “Module_1_Introduction” ▪ Survey: “Customer_Satisfaction_Survey” ▪ Notification: “Course_Completion_Email”

Exhibit 9-5: Source Code Management

9.1.1.4 VERSION CONTROL

For Visual Studio Team Services (VSTS) file changes, versions are tracked via Changesets, which have an auto-incrementing ID:

Exhibit 9-6: VSTS Tracked Changes demonstrates what tracked changes look like in VSTS.

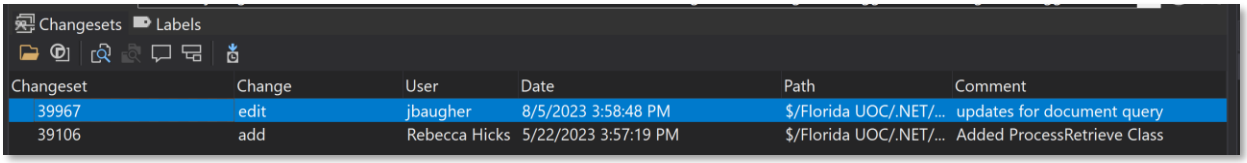

Exhibit 9-6: VSTS Tracked Changes

When submitting to the Enterprise code repository, we can use date versioning on any files submitted, for example, 2023.12.31.1 (Year.Month.Day.Number of times submitted that day).

For D365 and PowerPages solution files, the same date versioning format will be used.

Exhibit 9-7: D365 and PowerPages Tracked Changes demonstrates the versioning for D365 and PowerPages solution files.

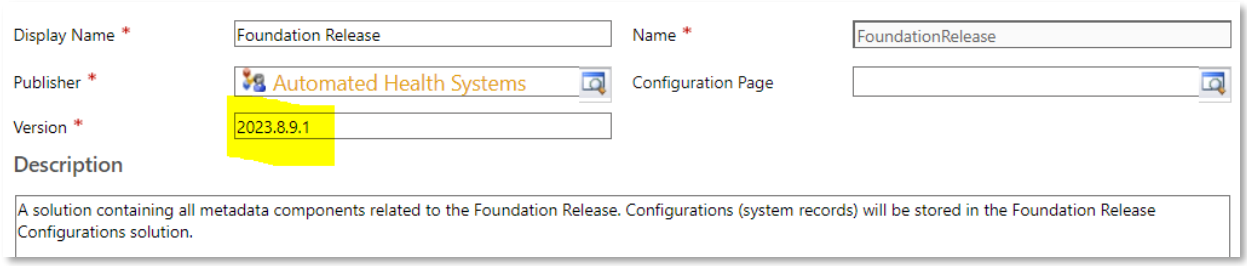

Exhibit 9-7: D365 and PowerPages Tracked Changes

9.1.1.5 NAMING CONVENTIONS

For C# code solutions/files, the naming convention will be 'UOC' followed by a period, followed by the namespace, followed by the class. The namespace should be general enough to describe the types of functionalities within the child classes.

Format: UOC.ExampleNamespace.ExampleClass

Exhibit 9-8: C# Code Naming Conventions demonstrates the format for the naming convention for C# code.

```
22
23      namespace UOC.IntegrationTriggers
24      {
25          public class ProcessECMRetrieve : IPlugin
26          {
```

Exhibit 9-8: C# Code Naming Conventions

When naming D365 or Power Platform solutions, the convention should describe the purpose of the components contained in the solution; for example, the solution containing the components for the Foundation Release will be called 'Foundation Release.'

Exhibit 9-9: D365 and PowerPages Solution Naming Conventions demonstrates the naming convention for D365 and PowerPages Solutions.

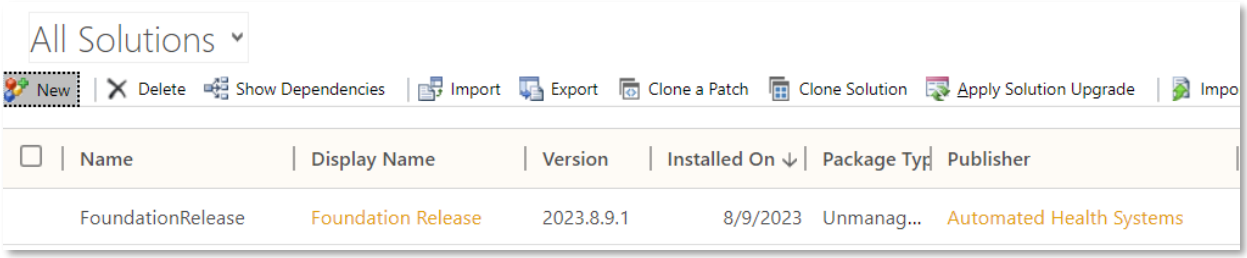

Exhibit 9-9: D365 and PowerPages Solution Naming Conventions

When naming other code file types, such as JavaScript or HTML(Hyper Text Markup Language) files, a prefix with an underscore is required by D365. For this project, the prefix 'uoc_' was chosen, so an example file would be uoc_WordTemplate.html

Exhibit 9-10: Other Code Type Naming Conventions demonstrates the naming convention for other types of code.

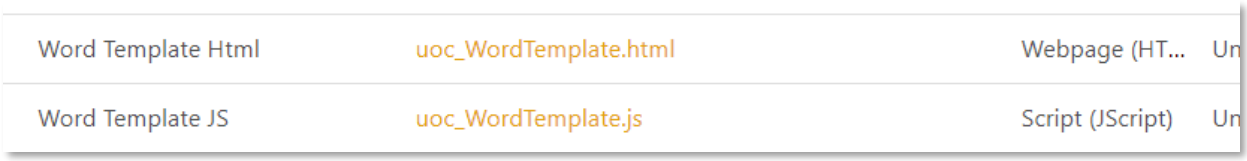

Exhibit 9-10: Other Code Type Naming Conventions

9.1.1.6 AUDITING CHANGES

Changes to source code will be viewable via changesets upon check-in inside Visual Studio via the 'View History' command:

Exhibit 9-11: Visual Studio Auditing Changes demonstrates viewing the history of changesets within Visual Studio.

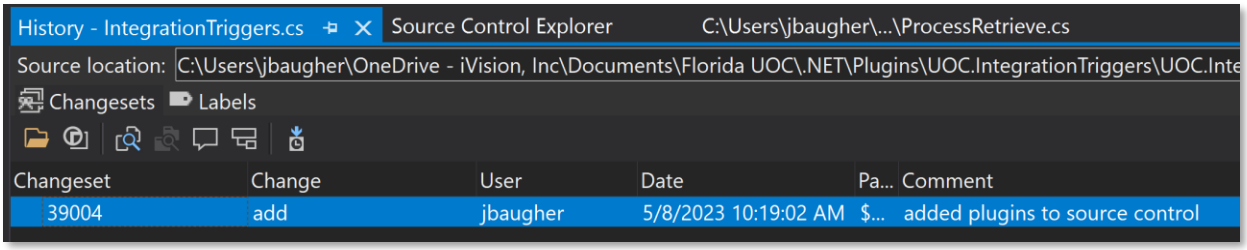

Exhibit 9-11: Visual Studio Auditing Changes

9.1.1.7 BRANCHING AND MERGING

In Microsoft Team Foundation Server (TFS), branching and merging are essential concepts for managing version control within a software development project. They allow multiple developers to work on different features or bug fixes simultaneously and then combine their changes in a controlled and organized manner.

- Branching in TFS:
  - **Create a Branch** – A developer will create a new branch from the main codebase.
  - **Develop in the Branch** – Developers will work on their assigned tasks or features within their individual branches. Committing changes to their branches will not affect the main codebase.
- Merging in TFS:

- **Check-In Changes**: Before merging, developers will make sure their changes are committed (checked in) to their respective branches.
- **Initiate Merge**: A developer will initiate a merge operation from the target branch (the branch you want to update with changes from another branch). TFS provides a graphical interface to help you choose the source branch and the changes you want to merge.
- **Resolve Conflicts**: During the merge process, conflicts may arise if the same lines of code are modified in both the source and target branches. Developers will review and resolve these conflicts manually.
- **Test and Validate**: Developers test the merged changes in the target branch to ensure that they work as expected and do not introduce new issues.

9.1.1.8 Build Artifact Retention

In the D365 platform environment, the storage and management of solution-related files extend beyond their initial creation. Notably, the zip files encompassing these solutions are stored within the TFS source control, specifically within a dedicated solutions folder. Additionally, the zip files will also be stored in the enterprise artifact repository for a retention period of at least 10 years. Data storage will be on Azure and AWS platforms, and there will be no on-site or physical storage of electronic UOC data.

9.1.2 Infrastructure

The UOCI utilizes Azure PaaS (Platform-as-a-Service) and Azure IaaS for infrastructure services outside of third-party SaaS components. For these service subscription operating models, there are two types of configuration categories associated with the UOCI Azure environment, and they are as follows:

- Terraform Code
  - Used for Infrastructure as Code to define and deploy resources within the Azure environment.
- Azure Functions Code
  - Azure Functions are being used to gather audit logs from Genesys and Learn Hub and to forward audit logs to the IS/IP Splunk instance.

9.1.2.1 Configuration Management Tools

Configuration management tools will be used to control the access, versioning, and backup/recovery of the Azure infrastructure components.

Exhibit 9-12: Configuration Management Tools lists the vendor solutions that support the scope of infrastructure configuration management of the Azure-based services.

TOOL	TYPE	DESCRIPTION
Spacelift.io	CI/CD (Continuous Integration/Continuous Deployment) for Terraform Code	Spacelift.io is a platform that offers Infrastructure as Code (IaC) management and automation, allowing development teams to automate, govern, and monitor their cloud infrastructure deployments. The service integrates with popular IaC tools like Terraform, providing features such as policy enforcement, state management, and continuous deployment. For the UOCI Project, Spacelift.io is managing the Terraform code used to deploy all the UOCI Azure resources.
GitHub Enterprise	Source Code Repository	GitHub Enterprise Cloud is a premium offering from GitHub that provides advanced collaboration, security, and administrative features tailored for businesses and large organizations while hosted on GitHub's cloud infrastructure. It offers enterprise-level capabilities such as SAML-based single sign-on, advanced audit logging, and scalable CI/CD while maintaining the familiar GitHub interface and developer experience. For the UOCI Project, GitHub Enterprise Cloud is used as the source code repo for the Terraform code used to deploy all the UOCI Azure resources.
Azure DevOps	Source Code Repository and Deployment	Azure DevOps Services, formerly known as Visual Studio Team Services (VSTS), is a cloud-based platform offered by Microsoft that provides a suite of development collaboration tools, including version control, build automation, release management, and work tracking. It supports the entire software development lifecycle (SDLC) by enabling teams to plan work, collaborate on code, and deploy applications and services seamlessly. For the UOCI Project, Azure DevOps is used as the source code repository and deployment mechanism for the Azure Functions code. **NOTE:** After the FX Enterprise Foundation Release Go-Live, the UOC Vendor transitioned from the Azure DevOps platform to the FX Program's JIRA platform.
Azure Automation Change Tracking and Inventory	Operating System Level Change Tracking and Inventory	This feature tracks changes in virtual machines hosted in Azure, on-premises, and other cloud environments to help pinpoint operational and environmental issues with software managed by the Distribution Package Manager. Items that are tracked by Change Tracking and Inventory include: ▪ Windows software ▪ Linux software (packages) ▪ Windows and Linux files ▪ Windows registry keys ▪ Windows services ▪ Linux daemons

Exhibit 9-12: Configuration Management Tools

9.1.2.2 Source Code

Exhibit 9-13: Table of Source Code Types represents the category, description, and associated configuration management system. The UOCI Vendor will use GitHub Enterprise and Azure DevOps to securely store and version infrastructure source code.

Category	Description	Configuration Management System
Source Code (Infrastructure)	Terraform Code	GitHub Enterprise Cloud
Source Code (Azure Functions)	Azure Functions	Azure DevOps

Exhibit 9-13: Table of Source Code Types

9.1.2.3 Repository Structure

The UOC Vendor will use GitHub Enterprise to store and version source code for Terraform.

Exhibit 9-14: Source Code Repository for Terraform represents the source code repository screenshot using GitHub Enterprise for Terraform objects.

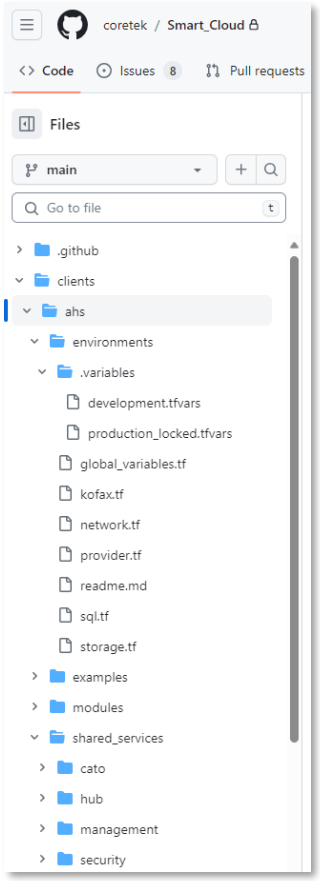

Exhibit 9-14: Source Code Repository for Terraform

The UOC Vendor will use Azure DevOps to store and manage the versioning of source code for the Azure Functions.

Exhibit 9-15: Source Code Repository for Azure Functions represents the source code repository screenshot using Azure DevOps for Azure Functions.

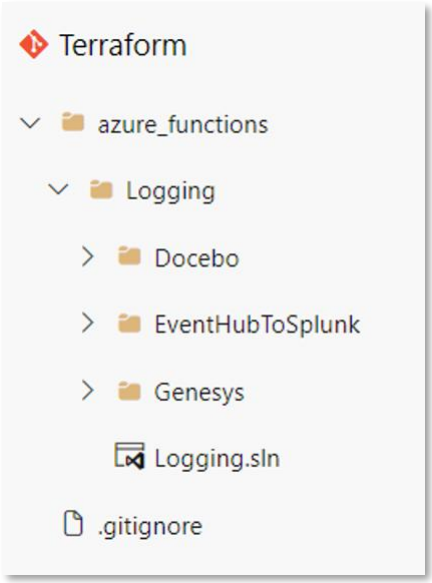

Exhibit 9-15: Source Code Repository for Azure Functions

9.1.2.4 NAMING STANDARDS

Terraform provides flexibility when using any desired naming convention/standard. **Exhibit 9-15: Source Code Repository for Azure Functions** depicts the actual naming standard implemented for the Azure infrastructure of UOCI, and it adheres to the following naming standard:

- All modules follow the naming convention terraform-<PROVIDER>-<NAME>
- Use Snake Case for all resource names

Azure Functions Code does not fall under a naming standard due to how this code is utilized/triggered.

9.1.2.5 SOURCE CODE VERSION

The UOC Vendor utilizes the GitHub platform as the repository for all of its Azure infrastructure-related source code, and source code versioning is automatically maintained.

9.2 RELEASE MANAGEMENT PLAN

The UOC Vendor will participate in and adhere to the Agency's Enterprise Release Management (ERM) process as well as the Module Change Board (MCB) process. Infrastructure-related activities, such as but not limited to server patching and firewall rule updates, will adhere to the MDB process only and not the ERM process.

9.2.1 APPLICATION

This overview of release management provides details on scheduling a release as well as the process to approve an iterative release, culminating in an enterprise release candidate and subsequent deployment to production.

9.2.1.1 ROLES

Release management involves several distinct roles, each contributing to the successful planning, coordination, and execution of software releases. These roles collaborate to ensure that software updates are delivered smoothly, meeting quality standards and user expectations.

- **Project Manager** - manages the overall project, including release planning, resource allocation, and stakeholder communication.
- **Enterprise Architect** - provides architectural guidance and ensures that software releases align with the organization's architectural vision and standards.
- **Release Manager** - oversees the entire release management process, including planning, coordination, and execution of software releases.
- **Development Team Lead** - oversees the development team, ensuring that software changes are implemented according to requirements and best practices.
- **QA Team Lead** - Oversees the quality assurance team, responsible for testing software changes and ensuring that releases meet quality standards.
- **Development Team** - responsible for creating and implementing new features, enhancements, or bug fixes as part of the software release.
- **QA Team** - responsible for testing and quality assurance activities, ensuring that software changes are thoroughly tested before deployment. **NOTE:** The UOC Vendor recognizes Quality Assurance as part of the Release Management process and Quality Control as being aligned with the post-promotion production operations domain.
- **Business Analyst** - In release management, Business Analysts ensure that all requirements are met and validated, act as liaisons between stakeholders, development, and testing teams to provide clarity on the requirements and corresponding defects, define and participate in testing, manage risks and changes, and provide training and support. Their involvement ensures the software meets business needs and functions smoothly post-release.
- **Training Team** - responsible for creating training content and delivering the targeted training.

Exhibit 9-16: Release Management Roles displays the flow of collaboration between the roles involved in the release management process.

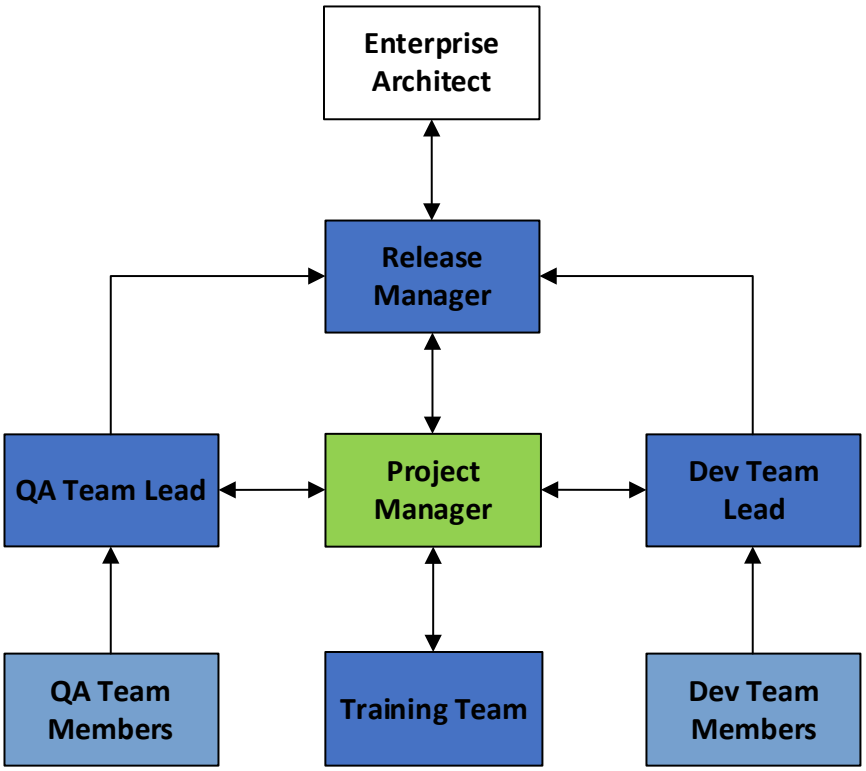

Exhibit 9-16: Release Management Roles

9.2.1.2 SCHEDULING A RELEASE

The cadence of software releases is determined by the coordination of tasks and objectives within each sprint. During sprint planning, the development team identifies specific items that are ready to be worked on and subsequently delivered. These items, often representing features, enhancements, or fixes, are then integrated into a series of iterative releases.

As these iterative releases progress, they collectively build toward an official final release. This final release, comprising the culmination of all the developed and tested items, is prepared for deployment in the production environment and delivered as the solution for the FX Enterprise Foundation Release.

9.2.1.3 RELEASE CANDIDATE CREATION

Approval for a release hinges on the successful testing and progression of individual items across various stages in the development lifecycle. Each item undergoes rigorous testing for functionality and compatibility, progressing through stages like development, quality assurance, and user acceptance. The collective evaluation of all items determines if the release meets the necessary standards for seamless integration and user experience, ensuring a reliable and effective deployment in the production environment.

During the ongoing iterative testing releases to the QA environment, successful passages lead to comprehensive testing of the entire final release throughout every subsequent testing environment. This testing process persists until the final release obtains approval through UAT, signifying its readiness for deployment in the production environment for the FX Enterprise Foundation Release.

9.2.1.4 TESTING AND QUALITY ASSURANCE

Rigorous testing and quality assurance are essential to ensure that the implemented FX Enterprise UOC solution functions as intended. This includes various types of testing, such as functional testing, integration testing, performance testing, and user acceptance testing. Testing helps identify and resolve any issues or bugs before the software is deployed to production. Once the solution is deployed to production, a validation process will be performed to ensure implementation outcomes. This involves a thorough examination of relevant data sets, including user interactions, system logs, and transaction data. By employing data analysis techniques, any anomalies or discrepancies are identified and addressed, ensuring the accuracy, consistency, and effectiveness of the deployed solution.

The **PD-11a: Test Plan** describes the overall technical and management approach, resources, and milestones for all intended test activities associated with development, validation, implementation, and operational testing for the FX Enterprise UOC solution.

The Test Plan will provide a comprehensive description of the testing approach and strategy, including:

- Testing Approach Overview
- Roles and Responsibilities
- Assumptions and Risks
- Planned Test Progression
- Feature Testing
- Test Cases
- Defect Tracking and Reporting
- Test Environments
- Test Deliverables
- Test Milestones

9.2.1.5 DEFECT TRACKING AND APPROVAL

Defect Tracking in JIRA involves a systematic process to identify, record, and address defects (bugs) within the software development life cycle. Here is how the defect tracking process typically unfolds within JIRA for the FX Enterprise UOC solution:

- **Work Approved** - A new development or feature work is approved to be added to the software.
- **Requirements Gathered** - Detailed requirements for the new feature or development are gathered from stakeholders and documented.
- **JIRA Story Created** - A new JIRA issue (often in the form of a user story) is created to capture the requirements and scope of the work.
- **JIRA Test Cases Created** - Test cases are defined based on the requirements to ensure proper validation of the feature's functionality.
- **JIRA Build Tasks Created** - Development tasks, also known as build tasks, are created in JIRA to implement the feature or development work.
- **Development Takes Place** - Developers work on implementing the feature according to the defined tasks and requirements.
- **Development Completed** - Development tasks are marked as completed once the feature is implemented and passes basic testing.
- **JIRA Work Story Turned Over to QA** - The JIRA issue (user story) is moved to the quality assurance (QA) phase for thorough testing.
- **QA Performs Test Cases** - QA engineers execute the predefined test cases to validate the feature's functionality, performance, and stability.
- **Defect Created Against the JIRA User Story** - If QA identifies any issues or defects during testing, a new defect issue is created in JIRA to track the problem.
- **Work Tracked Against the Defect Until Resolved** - Developers take ownership of the defect and work on fixing it. For reference, the defect issue is linked to the original JIRA user story.
- **User Story Passes QA** - Once the defects are resolved, the QA team retests the feature to ensure the defects are fixed and the feature functions as expected.
- **Work Item Ready for Promotion** - If the feature passes QA testing and meets the acceptance criteria, the JIRA user story is considered ready for promotion to the next environment (such as staging or production).

The defect tracking process ensures that any issues identified during testing are properly documented, addressed, and retested before the feature is promoted to higher environments. This process helps maintain the quality and reliability of the software throughout its development lifecycle.

Exhibit 9-17: JIRA Defect Tracking and Approval demonstrates the flow for defect tracking and approval across the different owners within the development lifecycle.

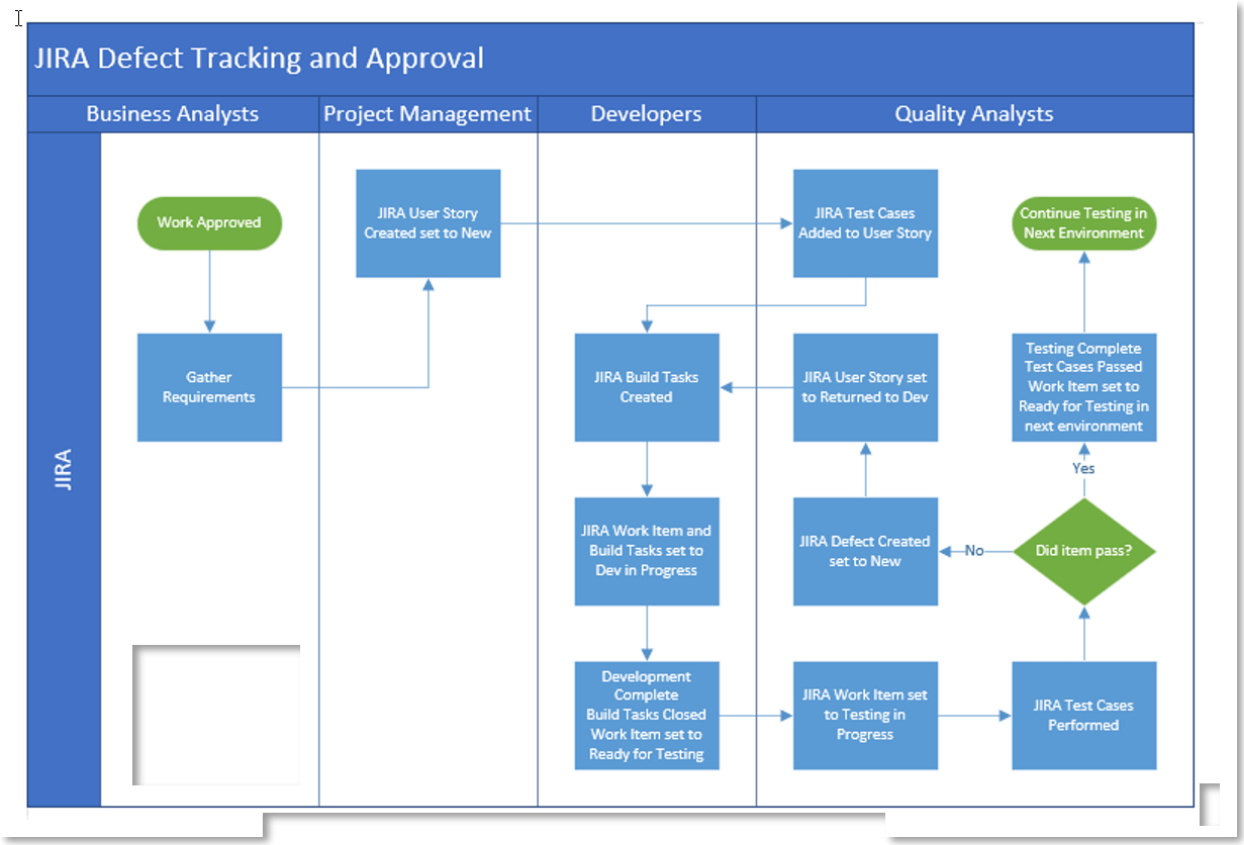

Exhibit 9-17: JIRA Defect Tracking and Approval

9.2.1.6 ENVIRONMENTS (INCLUDING TRAINING)

There will be eight environments within the FX Enterprise UOC solution. These environments will support the software development lifecycle and allow for training and disaster recovery. The environments will be created at different points during development. For example, the development environment will be available first, and the training environment will be available towards the end of development. Each environment will include a D365 platform instance.

Exhibit 9-18: Environments describes the environments necessary to support the ALM process for the FX Enterprise UOC solution.

ENVIRONMENT	ATTRIBUTES	DESCRIPTION/PURPOSE
Development (DEV)	▪ Owner: UOC ▪ Target User Roles: UOC Developers ▪ Data Classification: Non-Prod	Used by the UOC Vendor to develop and configure the UOC Solution. This environment will be accessible to the UOC vendor's developers.

ENVIRONMENT	ATTRIBUTES	DESCRIPTION/PURPOSE
Quality Assurance (QA)	▪ Owner: UOC ▪ Target User Roles: UOC Developers, UOC QA ▪ Data Classification: Non-Prod	Used for internal quality assurance. The UOC Vendor's developers and testers will test customizations and configurations here before the changes are promoted to other environments. This environment will be accessible to the UOC vendor's developers and testers. Changes will not be made directly to this environment; this environment will inherit its changes via managed solutions.
System Integration Test (SIT)	▪ Owner: FX MI ▪ Target User Roles: UOC QA, FX QA ▪ Data Classification: Non-Prod	Used to test integrations with other UOC modules, such as Forge Rock and IS/IP. The UOC Vendor's SIT testers will have access to this environment, while the UOC Vendor's other teams will have limited access. Other vendors will also be able to interact with this environment as needed to validate their integrations with the UOC Solution. Changes will not be made directly to this environment; this environment will inherit its changes via managed solutions after a request has been reviewed and approved by the Agency and the solutions have completed the UOC Vendor's internal QA.
User Acceptance Test (UAT)	▪ Owner: FX MI ▪ Target User Roles: FX UAT ▪ Data Classification: Non-Prod	Used by the Agency's designated test users to validate business requirements. Changes will not be made directly to this environment; this environment will inherit its changes via managed solutions after the SIT process has been completed and validated by the Agency and other vendors.
Production (PROD)	▪ Owner: FX MI ▪ Target User Roles: UOC Staff, Agency, FX Vendors ▪ Data Classification: Prod	Used by the UOC Vendor, the Agency, other vendors, and sister agencies for day-to-day operations. This will also be the environment that integrates with the other FX Modules' production environments. Changes will not be made directly to this environment; this environment will inherit its changes via managed solutions after UAT has been completed and validated by the Agency.
Disaster Recovery (DR)	▪ Owner: UOC ▪ Target User Roles: None ▪ Data Classification: Prod Mirror	Mirror of the Production Environment with production records, though there will be a delay in integrating new database record operations into this environment. The purpose of this environment will be to replace the production environment in the event of a disaster. Changes will not be made directly to this environment; this environment will inherit its changes via managed solutions after UAT has been completed and validated by the Agency when changes are moved to Production.
Training (TRAIN)	▪ Owner: ISIP ▪ Target User Roles: UOC Training, FX Vendor Training ▪ Data Classification: Non-Prod	Used by the UOC Vendor's Training staff, the FX Vendor's Training staff, and the Agency Training staff for training purposes. Changes will not be made directly to this environment; this environment will inherit its changes via managed solutions after UAT has been completed and validated by the Agency when changes are moved to Production.

Environment	Attributes	Description/Purpose
Hotfix (HOTFIX)	▪ Owner: ISIP ▪ Target User Roles: UOC QA, Vendor QA ▪ Data Classification: Non-Prod	Used to fast-track fixes for production issues. Fixes will be made in the development environment and then migrated to this environment for the Agency to validate. When not actively testing a hotfix, this environment shall contain the same customizations as the Production environment.

Exhibit 9-18: Environments

The components that make up the FX Enterprise UOC solution are deployed to environments for testing and usage. There are components that are not deployed to all environments but are rather deployed in a Sandbox (SB) and a Production environment. Application features and content within the Sandbox environment will be locked down upon completion of development throughout the life cycle and through to production. Upon completion of the software development life cycle, changes can be made in the Sandbox environment once again.

Exhibit 9-19: Component Deployment per Environment maps out the UOC component for each environment.

Component	DEV	QA	SIT	UAT	Prod	DR	Train	Hotfix	Comment
Info Hub	Dev	QA	SIT	UAT	Prod	DR	Train	Hotfix	
Learn Hub	SB	SB	SB	SB	Prod	Prod	SB	SB	Sandbox (SB), Prod
My Service Desk	Dev	QA	Sit	UAT	Prod	Prod	Train	Hotfix	
FX Service Desk	Dev	QA	Sit	UAT	Prod	Prod	Train	Hotfix	
FX Announcements	Dev	QA	Sit	UAT	Prod	Prod	Train	Hotfix	

Exhibit 9-19: Component Deployment per Environment

This section provides an understanding of the training system details for each of the respective application systems.

Exhibit 9-20: Training Environments provides the type of training instance and associated URL for each of the application systems.

System	Instance Associated With Training	URL
Info Hub (D365)	Training	https://fluoc-training.crm9.dynamics.com/main.aspx?appname=uoc_KnowledgeBaseUser
Learn Hub	Sandbox	https://myfllearningsandbox.docebosaas.com/
FX Service Desk (D365)	Training	https://fluoc-training.crm9.dynamics.com/main.aspx?appname=uoc_ServiceDesk
FX Client Compass (D365)	Training	https://fluoc-training.crm9.dynamics.com/main.aspx?appname=uoc_FXClientCompass
My Service Desk	Training	https://fluoc-training.crm9.dynamics.com/main.aspx?appname=uoc_ServiceDeskUser
Omnichannel / Genesys	Development	https://apps.usw2.pure.cloud/

Exhibit 9-20: Training Environments

Exhibit 9-21: Environnent Solution Intégration Matrix illustrates the integration of each UOC environment into the respective FX Vendor environments.

UOC Environment	ISIP	ForgeRock	EDW	Core	PSM
Info Hub (D365)	Training	Training	Training	N/A*	N/A*
Service Desk (D365)	Training	Training	Training	N/A*	N/A*
FX Client Compass (D365)	Training	Training	Training	N/A*	N/A*
Recipient Portal (D365)	Training	Training	Training	N/A*	N/A*
Learn Hub (Docebo): Sandbox	UAT	UAT	None	N/A*	N/A*
Genesys: Development	None	UAT	None	N/A*	N/A*
Document Capture: Non-Prod	UAT	None	UAT	N/A*	N/A*
Outbound Mail Processing: Non-Prod	None	None	None	N/A*	N/A*

UOC Environment	ISIP	ForgeRock	EDW	Core	PSM
Power BI Data Warehouse	N/A*	N/A*	N/A*	N/A*	N/A*
OpenAI KB: Non-Prod	None	None	None	N/A*	N/A*

Exhibit 9-21: Environnent Solution Intégration Matrix

* Not applicable at the time of the Recipient Release go-live

9.2.1.7 Release Management Tools

The following release management tools are used in the FX Enterprise UOC solution to support the software development life cycle. These tools are critical to managing changes, version control, promoting quality, packaging solutions, and successful deployment to the environment stages.

Exhibit 9-22: Release Management Tools describes the release management tools used to support the FX Enterprise UOC solution.

Tool	System	Description/Purpose
D365 Solution Management	Info Hub	Provides the ability to export, import, and version solution packages in order to manage and deploy changes across different environments.
Power Platform Pipelines	Info Hub	Provides ALM automation, continuous integration, and continuous delivery (CI/CD) capabilities into the service in a manner that is more approachable for all makers, admins, and developers.
Azure DevOps	Info Hub	Provides the ability to manage Dynamics 365 projects, collaborate with team members, and automate deployment pipelines.
VSTS	Info Hub	A distributed version control system designed for tracking changes in source code during software development. It allows multiple developers to collaborate on projects, track changes, and manage different versions of files efficiently.
Environment and Change Management	Learn Hub	Allows users to manage multiple environments, deployments, and solution packages for structured customizations.
JIRA	UOC IT Staff	Used for project management, issue tracking, and workflow automation, allowing teams to plan, track, and manage their work efficiently.

TOOL	SYSTEM	DESCRIPTION/PURPOSE
BitBucket	FX IT Staff	Enterprise code repository - Info Hub - Code Customizations
Confluence	FX IT Staff	Enterprise documentation repository
SharePoint	FX IT Staff	Serves as a central repository for storing, organizing, and sharing documents, files, and other content, facilitating team collaboration and communication.

Exhibit 9-22: Release Management Tools

9.2.1.8 DATA MANAGEMENT

Data Management is a crucial facet of modern business operations, ensuring the efficient handling and utilization of information assets. Within this framework, Data Classification delineates a structured approach to categorizing and safeguarding data based on its sensitivity and relevance. Data Propagation and Synchronization further enhance this process by enabling seamless data movement across various systems and locations, maintaining consistency and accuracy. Additionally, Data Service Virtualization leverages technology to create simulated environments for testing and development, facilitating efficient data-driven innovation while mitigating risks associated with real data exposure.

9.2.1.8.1 DATA CLASSIFICATION

Data classification is the process of categorizing data based on its sensitivity, criticality, and usage requirements. In this context, "prod" (production) data is considered highly sensitive and is subject to strict security and access controls, while "non-prod" (non-production) data is used for development, testing, and other non-live purposes.

Exhibit 9-23: Data Classification describes the categorization of data and usage.

DATA CLASSIFICATION	DESCRIPTION/PURPOSE
Non-Prod	Non-production data refers to data used in environments other than the live production environment. This category includes data used in development, testing, staging, and pre-production environments. Non-production data is used for various purposes, such as software development, quality assurance, and training, without impacting the live systems. This includes but is not limited to obfuscated PII data, which is provided by IS/IP processed using Baffle Shield.
Prod	Production data is the live and operational data used in the production environment, which is accessible by end-users. It represents the actual data used for live transactions and operations.

Exhibit 9-23: Data Classification

9.2.1.8.2 CONFIGURATION DATA PROPAGATION AND SYNCHRONIZATION

Data propagation involves the process of moving data from one environment to another, typically from lower environments like development or testing to higher environments like staging or production. It ensures that the data used in different stages of the development lifecycle is synchronized, facilitating consistent testing and deployment of applications.

Exhibit 9-24: Configuration Data Propagation and Synchronization describes the types of data, where that data would be found, examples of the data, and whether that data should be moved up through the SDLC.

DATA TYPE	DESCRIPTION	EXAMPLES	PROPAGATION DIRECTION
Solution Metadata	Schema, Code, Components	Tables, Fields, C# Plugins, Power Automate Cloud Flows	Moves up through the SDLC
Test Data	Operational Records	Recipient Records, Complaints	Does not move up through the SDLC
Configuration Data	System Records	URLS, API Endpoints, Task Assignment Mappings	Determined on a case-by-case basis

Exhibit 9-24: Configuration Data Propagation and Synchronization

9.2.1.8.3 SERVICE VIRTUALIZATION

Service virtualization allows developers to simulate and mimic the behavior of real services or components that are not yet available or accessible during the development and testing phases. This enables developers to create and test applications in a controlled environment without relying on the actual services, reducing dependencies and improving the efficiency of development and testing processes.

In the context of the FX Enterprise UOC solution, a practical approach to achieving this can involve the utilization of a simulated process where a JSON object is generated and returned from a designated method. This simulated action mimics the interaction with the ISIP ESB for a corresponding method and object, replicating the anticipated behavior and outcomes. By employing this methodology, the FX Enterprise UOC solution can emulate the expected results without directly accessing the ISIP ESB, streamlining testing procedures and ensuring the functionality and compatibility of the system.

9.2.1.9 RELEASE DEPLOYMENT PATHS

The deployment of the FX Enterprise UOC solution involves importing and installing a solution package in the appropriate environment in coordination with the Module Integration release plan, configuring network settings, and making it available to end-users. Thorough testing and validation are conducted during the deployment phase to ensure a smooth transition. For the various systems, the deployment and rollout follow the same process.

Exhibit 9-25: Release Types lists out the types of releases and describes what types of changes are included for each type of release.

RELEASE TYPE	DESCRIPTION
Major	A major release involves significant changes, new features, and enhancements that may fundamentally alter the software's functionality or user experience.
Minor/Hotfix Release	A minor/hotfix release involves a small, targeted update that addresses specific critical issues or bugs in the software. Hotfix releases are intended to provide urgent fixes without introducing any new features or significant changes. They are typically released to address critical security vulnerabilities, severe bugs, or other show-stopping issues that require immediate attention.

Exhibit 9-25: Release Types

Exhibit 9-26: Deployment Path Overview demonstrates the overall flow of all releases and the direction in which defects are reported. The green boxes represent the environments hosted by the UOC Vendor. The blue boxes represent the environments hosted on FX.

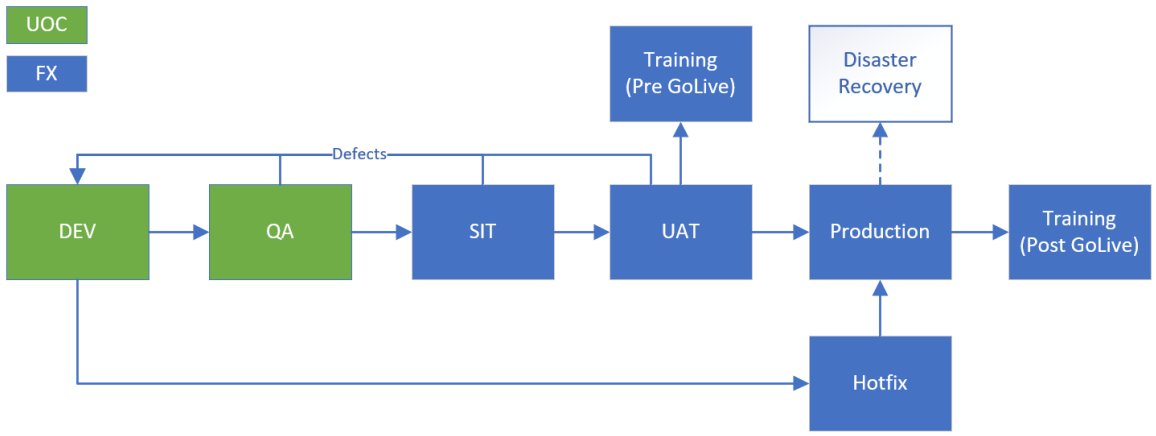

Exhibit 9-26: Deployment Path Overview

9.2.1.9.1 MAJOR RELEASE DEPLOYMENT PATH

This deployment path involves multiple stages and activities to ensure a smooth and controlled release. It starts with development and testing in lower environments within the FX Enterprise UOC solution, where new features and enhancements are thoroughly tested and validated. After successful testing, the release moves to higher environments within the FX Enterprise UOC solution for system integration testing and user acceptance testing. Once approved, the major release is then deployed to the production environment, making the new version available to end-users. Upon deployment to Production, the solutions are carried over to the Disaster Recovery, Hotfix, and Training environments. Additionally, after implementing major or minor fixes and promoting them to production, updates to the training environment will be

communicated to the training team. This ensures that the courseware is adequately prepared to support any new or updated features.

Exhibit 9-27: Major Release Deployment Path demonstrates the flow of major releases and the direction in which defects are reported. The green boxes represent the environments hosted by the UOC Vendor. The blue boxes represent the environments hosted on FX.

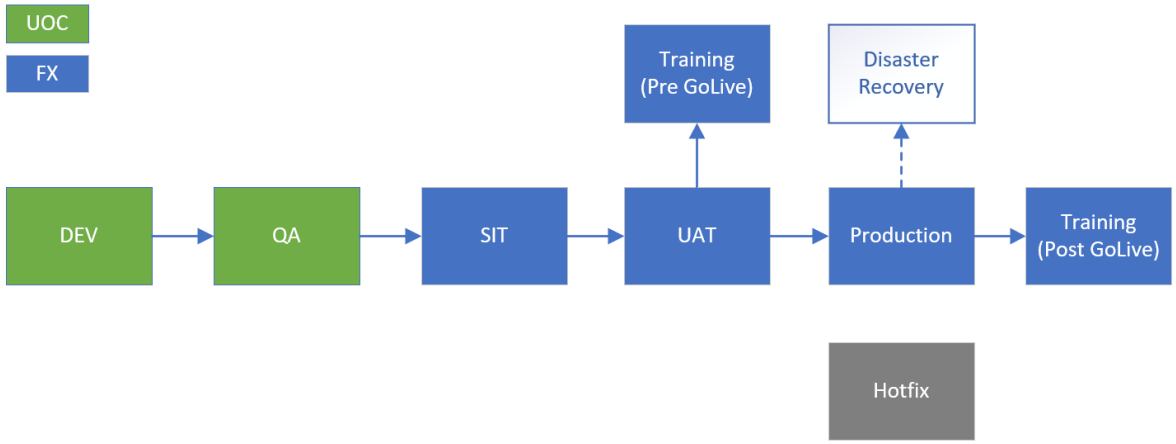

Exhibit 9-27: Major Release Deployment Path

9.2.1.9.2 MINOR/HOTFIX RELEASE DEPLOYMENT PATH

This deployment path is designed to expedite critical fixes while still adhering to the principles of the SDLC. After development is completed in the UOC DEV environment, the hotfix undergoes testing and validation within the designated Hotfix environment, which includes essential QA activities. This Hotfix environment functions as a consolidated validation stage, incorporating unit and system testing requirements typically conducted in the SIT and UAT environments for minor fixes.

Once testing is successfully completed and approved in the Hotfix environment, the release is deployed to Production. Following Production deployment, the solution packages are also promoted to the Disaster Recovery and Training environments. This accelerated path is used only for isolated, low-risk fixes that require urgent resolution, and it is governed by a streamlined review and approval process to maintain traceability and compliance.

Exhibit 9-28: Minor/Hotfix Release Deployment Path demonstrates the flow of minor/hotfix releases and the environments involved. The green boxes represent environments hosted by the UOC Vendor. The blue boxes represent environments hosted on FX.

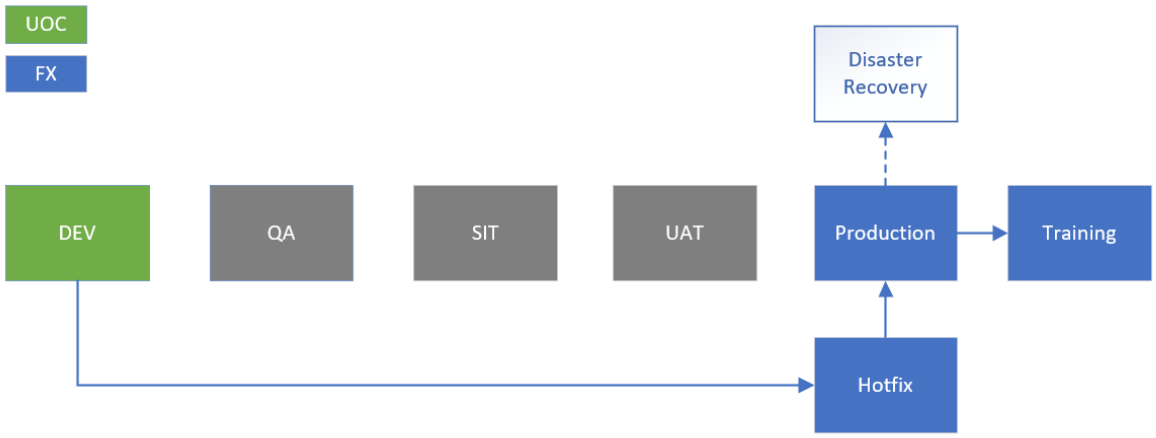

Exhibit 9-28: Minor/Hotfix Release Deployment Path

9.2.1.10 UOC Vendor and Agency User Support

9.2.1.10.1 User Setup

New user accounts are created in ForgeRock through the FX Portal. An administrator or authorized user initiates the establishment of a new user profile. Individuals gain access to various applications and services based on their assigned roles. The single sign-on functionality allows seamless extension of these user credentials to multiple environments.

9.2.1.10.2 Systems Access

For the FX Enterprise Foundation Release, there will be several systems available within the FX Enterprise UOC solution.

Exhibit 9-29: User Types and System Access describes the user types per system for this release.

System	User Types
Info Hub	Agency Approver, Approver, Creator, User, Publisher, Haitian Creole Translation Approver, Spanish Translation Approver
Learn Hub	Learner, Content Administrator, Report Administrator, Support Team, Super Admin
My Service Desk	My Service Desk User
FX Service Desk	Service Desk Support Specialist, Service Desk Support Supervisor, Service Desk Supervisor (AHCA)
FX Announcements	FX Announcements Creator, FX Announcements Approver, FX Announcements Administrator

System	User Types
Omnichannel/Genesys	UOC Workforce Manager
Reporting	Report Viewer, Report Member, Report Contributor

Exhibit 9-29: User Types and System Access

The UOC Vendor must provide a minimum of 72 hours' advance notification to the Agency and designated stakeholders regarding scheduled maintenance or system outages for the UOC Solution. This proactive communication ensures that relevant parties are informed and prepared for any potential disruptions. The UOC Vendor must also provide notification within 30 minutes of unscheduled downtime to the Agency and designated stakeholders.

9.2.1.10.3 Training

Proper training and change management are crucial for the successful adoption of the FX Enterprise UOC solution, both at the time of initial release and subsequent application system releases, such as enhancements. This involves providing training sessions and resources to end-users, administrators, and other stakeholders to ensure they understand how to use the systems effectively. For the FX Enterprise UOC solution, the training element is incorporated into the Release Management Plan via the following steps:

- Work with stakeholder groups to assess training needs, identify gaps in Knowledge, Skills, and Abilities (KSAs), and establish the success criteria.
- Draft **PD-13c-a: Training Approach and Plan** related to the scope and Level of Effort (LoE) of the release.
- Reach out to UOC operations and agency stakeholders to determine the best method for delivery and staffing limitations.
    - The UOC Vendor Operations Training Team will use an industry-standard formula to determine hours of training development and total hours of training.
- After approval of the **PD-13c-a: Training Approach and Plan**, the development timeframes of the course(s) are added to the UOC Project schedule.
- Once the UOC Project schedule is approved, training material will be drafted and will follow the standard review and approval cycle.
- Through participation in system demonstrations and notification of defects, adjustments will be made to the training material that is being drafted.
    - Evaluation of any approved materials will also be completed.
- Establish a training delivery schedule in collaboration with other FX vendors and the Agency.
- Collaborate with the OCM Communications Team to establish communication messages and a timeframe for sending out information related to upcoming training,

training deployment, and post-training follow-up. This includes but is not limited to providing updates to the Change Champion Network (CCN) and FX Insight.

  - The UOC Vendor Operations Training Team will also work with the OCM Communications Team to provide support for non-training-related topics.

- Provide User Acceptance Tester (UAT) training and Train-the-Trainer (TtT) sessions as needed.
- UOC Vendor Operations Training Team will deliver training as identified in the **PD-13d-a: Training Delivery** schedule.
- UOC Vendor Operations Training Team will provide training reports for the following elements:
  - Adoption rate
  - Course completion information (i.e., trainee name, percentage complete, percentage started, etc.)
  - Overall satisfaction with training
  - Number of views per article

NOTE: The training environment code and data dependencies are not part of the FX Enterprise Foundation Release, and the processes and owners of the processes are to be determined.

9.2.1.10.3.1 SELF-DIRECTED TRAINING

The FX Enterprise UOC solution utilizes Docebo for Learn Hub. Learn Hub facilitates user training through personalized onboarding and registration, course catalog creation, enrollment, assignments, learning paths, progress tracking, assessments, social learning, certifications, badges, analytics, reporting, and mobile accessibility. It enables organizations to deliver structured learning experiences, track user progress, evaluate comprehension, and foster collaboration while offering administrative tools for content management and performance assessment.

9.2.1.10.3.2 UOC STAFF TRAINING

The **PD-13c-a: Training Plan and Approach** shall define ongoing training activities for the UOC Vendor team members, including a schedule for the full Contract term. This deliverable identifies the delivery methods available (online tutorial, instructor-led in-class, instructor-led webinar, printed training guide, or as specifically directed and otherwise contracted by the Agency) and includes slide deck and document formatting, consistency in terminology and acronyms, FX training objectives, scope, and success criteria. The Training Approach and Plan also includes information about the coordination and loading of materials to the Learning Management System, the planned training schedule, considerations around logistics and delivery, and the training evaluation approach. The Training Needs Analysis tool, a subset within the Training Approach and Plan template, assists in identifying different audiences and their training needs. The Training Approach and Plan applies to initial and ongoing training.

9.2.1.11 Go-Live Strategy

The go-live strategy coordinates critical steps, including testing and approval, stakeholder engagement, readiness reviews, contingency planning, post-go-live validation and monitoring, dedicated support, and comprehensive documentation.

9.2.1.11.1 Release Candidate Approval

Exhibit 9-30: Release Candidate Approval Activities describes the prerequisite activities that need to be finalized before go-live can take place.

Approval Activity	Party Responsible for Approval	Approval Process
Development	UOC Developers	Development leads confirm that build tasks for user stories have been satisfied by components within the release candidate.
QA	UOC QA	The release candidate solution was migrated to the internal QA environment. QA testers validate that the release candidate meets test cases.
SIT	UOC Architects	The release candidate solution was migrated to the SIT environment. Stakeholders validate that the release candidate meets integration needs.
UAT	Agency	The release candidate solution was migrated to the UAT environment. The agency validates that the release candidate meets project business requirements.
Production Readiness Review	Agency	A production readiness review was conducted, and the results were reviewed by the agency. The agency determines the key aspects of the go/no-go decision.
Go/No Go Decision	Agency	Results from the Production Readiness Review go/no go determination, combined with external factors, are provided to the Agency to confirm the solution is ready for go-live.
Go/No Go Remediation	Agency	If No Go, remediation occurs to fix the issues found. The agency approves fixes.

Exhibit 9-30: Release Candidate Approval Activities

9.2.1.11.2 Stakeholder Walkthrough

Effective communication with stakeholders, including management, users, and other relevant parties, is critical during the rollout phase. Keeping stakeholders informed about the rollout plans, timelines, and potential impacts helps manage expectations and ensures a smooth transition. Before taking over service operations, the UOC Vendor must exhibit operational readiness and competency to the Agency Contract Officer or designated representatives; the Agency has the flexibility to postpone Go-Live at no additional cost if the UOC Vendor fails to demonstrate competency.

The **PD-15a: Production Readiness Review** outlines the readiness review stages for the Agency walkthrough and subsequent approval.

- **Production Readiness Review (PD-15a-a)** examines the actual FX Enterprise UOC solution characteristics and the procedures of the product's operation to confirm that all hardware, software, resources, procedures, and user documentation accurately reflect the deployed state of the system as per the T-7: Design and Implementation Standards.
- **Environmental Readiness Review (PD-15a-b)** that includes construction completion approval and report details the scope of work, planned tasks, and completed tasks as part of the configure/build process for the solution, including implementation of detailed requirements, detailed design, configuration, development, unit testing, and documentation.
- **Implementation Readiness Review (PD-15a-c)** that includes a Test Completion Report for each of the testing phases, including System, Integration, Regression, Performance, and User Acceptance Testing. Test results shall be traced to the use case/user story and design documentation being tested, as well as tracked and reported according to the Requirements Traceability Matrix (RTM). The PD-15a-c deliverable includes, at a minimum:

  a. Integration Test Results;

  b. System Test Results;

  c. Regression Test Results;

  d. Performance Test Results; and

  e. User Acceptance Test Results.

  f. Security Test Results

- **Operational Readiness Review (PD-15a-d)** that documents the UOC Business Operations are ready for Go-Live, including the people, processes, and technology to confirm preparedness for operations. The PD-15a-d deliverable includes, at a minimum:
  - a. Operational Readiness Test Results;
    - Demonstrated by the execution of simulated scenarios and assessing various operational aspects, such as call routing, system responsiveness, and customer service interactions.
  - b. Operational Readiness Walk-through;
    - Systematically reviewing and validating the call center's operational processes, infrastructure, and protocols with the agency.
  - c. Go-Live Checklist, including activities for:
    - i. Platform Technology;
    - ii. Customer Services;
    - iii. Business Services;

- iv. Mail Room and Fulfillment; and
- v. Communications

9.2.1.11.3 CONTINGENCY PLANNING

Developing contingency plans and backup strategies in case of unforeseen issues or failures is crucial. Identifying potential risks, defining mitigation strategies, and having fallback plans can help minimize downtime and ensure business continuity. The contingency planning aims to minimize the impact of the issue and restore the system's functionality as quickly as possible.

In the context of the FX Enterprise UOC solution for the FX Enterprise Foundation Release, as there is no pre-existing system for rollback, any encountered issues will be promptly addressed through hotfixes. Since this release represents a greenfield initiative for UOC, the deployment to production will proceed regardless. However, should any critical issues arise in the production environment, the go-live will be paused until these issues are resolved.

9.2.1.11.4 CUTOVER STRATEGY

In the context of the FX Enterprise UOC solution for the FX Enterprise Foundation Release and FX Service Desk Release, there is no cutover from an existing system. However, despite the software release being greenfield, a cutover at the modular integration level is essential to facilitate the incorporation of significant components. Our approach involves deploying our code in advance, with ISIP concurrently deploying supporting interfaces. At the designated moment, critical actions include updating the DNS record, redirecting the user base, and conducting smoke testing.

9.2.1.11.5 POST GO-LIVE VALIDATION

After the rollout tasks are completed, it is essential to validate the new system's functionality and verify that all critical processes are working as expected. Additionally, there is a post-Go-Live period of 90 calendar days for each release, wherein the UOC Vendor is required to demonstrate the stability of the UOC Solution. Throughout this timeframe, the Vendor must retain its Project Manager and other pre-Go-Live resources as needed.

The **PD-11a: Test Plan** describes the approach to conducting post-implementation testing, performing reconciliation of data, and addressing any outstanding issues or discrepancies. Incidents in the Production environment will be documented, assessed for severity, and addressed accordingly. Critical issues will be promptly resolved through a hotfix, while those considered non-critical will be prioritized and scheduled for inclusion in a future release.

9.2.1.11.6 POST GO-LIVE MONITORING & SUPPORT

After the initial deployment, ongoing support and maintenance are essential to address any issues, provide updates, and ensure the long-term success of the software solution. This includes regular monitoring, bug fixing, performance optimization, and the implementation of updates or patches.

The **PD-16a: Post Implementation Report** details an assessment of the implementation, lessons learned, deliverable close out, and monitoring information on the performance of the system/application during normal operations against original user requirements and any newly implemented requirements or changes. The deliverables include:

- Post Implementation Report
- Lessons Learned
- Deliverable Close Out
- Monitoring information on the performance of the system/application during normal operations against the original user requirements and any newly implemented requirements or changes
- Monitoring information on customer satisfaction levels as defined by the Agency
- Monitoring business performance

9.2.1.12 DOCUMENTATION AND KNOWLEDGE TRANSFER

Documentation plays a critical role in the implementation approach. It includes creating user manuals, technical documentation, system diagrams, and any other relevant information to support users and administrators. Knowledge transfer sessions may also be conducted to share insights and best practices with the organization's internal teams. All documentation pertaining to the design, implementation, operations, and maintenance of the UOC Solution will be stored on the Agency SharePoint site.

The **PD-14a: Operations and Maintenance Manual** contains the plan and details for architecture/hosting operations; monitoring daily operations performance; performing routine maintenance; maintaining user, training, and system documentation; online help approach and documentation; configuration and change management; approach to system changes, enhancements, data corrections and other new requirements; archiving requirements, tasks, timelines, and responsible parties for design and configure/build tasks; reporting status against relevant Service Level Agreements (SLAs); and schedule of major and minor releases.

These include:

- Operational Procedures
- Operational Policies
- O&M System Maintenance Reports
- O&M Configuration and Customization Inventory
- O&M Reference Materials
- System Operational Policy and Procedures Manual
- UOC Support Services Operational Procedures Manual
- Operational Policy and Procedure Manual(s)

- Production Reports.

9.2.2 INFRASTRUCTURE

9.2.2.1 METHODS AND TOOLS

Release management tools will be used to version and manage the release to accommodate the correct version of the software code and other configuration items related to the release.

Release management of infrastructure changes to the Azure environment will be performed by Spacelift.io using the Terraform Code. These changes will not necessarily follow the release plan for application code releases, but rather, changes to this code will be in direct response to ad-hoc instances, such as when it is necessary to modify the production Azure infrastructure or to introduce new Azure infrastructure services in response to business needs.

The Azure Functions Code, which is related to audit log retrieval and forwarding to IS/IP Splunk, will see very little change, if any, once deployed to production.

Exhibit 9-31: Release Management Tools represents the list of release management tools for use in the FX Enterprise Technology and Recipient Release.

TOOL	TYPE	DESCRIPTION
Spacelift.io		Spacelift.io is a platform that offers Infrastructure as Code (IaC) management and automation, allowing development teams to automate, govern, and monitor their cloud infrastructure deployments. The service integrates with popular IaC tools like Terraform, providing features such as policy enforcement, state management, and continuous deployment. For the UOCI Project, Spacelift.io is managing the Terraform code used to deploy all the UOCI Azure resources.
GitHub Enterprise	Source Code Repository	GitHub Enterprise Cloud is a premium offering from GitHub that provides advanced collaboration, security, and administrative features tailored for businesses and large organizations while hosted on GitHub's cloud infrastructure. It offers enterprise-level capabilities such as(Security Assertion Markup Language) SAML-based single sign-on, advanced audit logging, and scalable CI/CD while maintaining the familiar GitHub interface and developer experience. For the UOCI Project, GitHub Enterprise Cloud is used as the source code repo for the Terraform code used to deploy all the UOCI Azure resources.

TOOL	TYPE	DESCRIPTION
Azure DevOps	Source Code Repository and Deployment	Azure DevOps Services, formerly known as Visual Studio Team Services (VSTS), is a cloud-based platform offered by Microsoft that provides a suite of development collaboration tools, including version control, build automation, release management, and work tracking. It supports the entire software development lifecycle (SDLC) by enabling teams to plan work, collaborate on code, and deploy applications and services seamlessly. For the UOCI Project, Azure DevOps is used as the source code repository and deployment mechanism for the Azure Functions code.
Azure Update Manager	Operating System Update Management	Update Manager is a unified service that helps manage and govern updates for Windows and Linux machines. It monitors Windows and Linux update compliance across deployments in Azure, on-premises, and on other cloud platforms from a single dashboard. Update Manager can perform real-time updates or schedule them within a defined maintenance window. Update Manager will be used in Azure for Windows and Linux VMs to: ▪ Oversee the update compliance for all the Windows and Linux VMs in Azure. ▪ Instantly deploy critical updates to help secure your machines. ▪ Use flexible patching options such as automatic virtual machine (VM) guest patching in Azure, hot patching, and customer-defined maintenance schedules.

Exhibit 9-31: Release Management Tools

9.2.2.2 RELEASE IMPACT

Release impact identifies the components and stakeholders that are impacted as a result of the planned release. The UOC Vendor will perform an impact assessment during release planning to fully understand the cause and effect of said change(s) and plan for any disruptions that may impact the stakeholders. During the release planning activity, the components comprising the solution are evaluated for any impacts. The assessment results are carefully evaluated, and the scope of the release is agreed upon in discussion with the Agency.

9.2.2.3 BACKOUT PLANNING

The UOC Vendor's approach to implementing UOCI infrastructure releases involves extensive testing before migration to higher environments. However, there may be unforeseen situations that require the rollback of the recently deployed release. A few examples of such scenarios are:

- Recently deployed release is causing issues or problems in the environment where it is deployed.

- Problems in the environment where the release is deployed.

The Backout Planning defines the recovery procedures to return the non-production and production environments to the state they were in before the changes were introduced. It specifies the criteria that a problem should meet to warrant rolling the environment back to its previous state. The Backout Plan provides for the timely availability of critical business processes following a disruption during the deployment and post-implementation support periods. The deployment playbook for the release(s) includes step-by-step instructions for the release rollback plan to support the swift execution of rollback activities. The UOC Vendor shall receive approval from the Agency prior to executing rollback steps for the release.

In addition to the regular system back-ups performed by the system administrators for the non-production and production environments, the build and release team must perform the following backup procedures:

- Backing up baseline application: Before deploying a new release to the target environments, the previous working version must be backed up and securely stored.
- Backing up servers before applying configuration changes.
- Backing up the most recent system and user data before applying system and database changes.
- Testing the restore process for each of the above processes using the backup files.

In any environment, if the promoted code is not accepted for any reason, the impacted environment will be rolled back to the original/previous version. This includes rolling back the application, database changes, and system configuration changes. In the case of a release involving multiple module changes, the backout plan includes coordination of the rollback procedures across the impacted modules. Deployment activities are scheduled over the weekend or non-business hours to reduce the downtime of the servers. Required downtime is included in the proposed deployment timeline. In an unlikely scenario that the release has to be rolled back because of issues that were not identified during the smoke testing of the release, and the solution has major issues, downtime may be required to roll back the changes, and the actual time required may be dependent on the changes applied in the release.

The UOC Vendor leverages the native capabilities of the cloud host to roll back changes. The UOC vendor leverages the backup snapshots stored in Amazon Web Services (AWS) to restore the system to the previous version of established, working configurations. The configuration settings are centralized and externalized, which enables updates and/or rollbacks to be applied with no system downtime. The UOC vendor works with the agency and module vendors, if required, to determine a holistic rollback/contingency plan.

9.2.2.4 CHANGE REQUEST PROCEDURES

The UOC Vendor will participate in and adhere to the Agency's Enterprise Release Management (ERM) process as well as the Module Change Board (MCB) process.

9.2.2.5 CHANGE IMPLEMENTATION AND REVIEW

The UOC Vendor will participate in and adhere to the Agency's Enterprise Release Management (ERM) process as well as the Module Change Board (MCB) process.

Exhibit 9-32: User Stories Related to Configuration and Change Management represents the Contract IDs, User Story ID, and the User Story Title that are used throughout this document for the features mentioned.

CONTRACT ID	USER STORY ID	USER STORY TITLE
OM-006	UOC-282	Inventory of UOC Solutions
ENV-004	UOC-140	Solution available 24 hours a day, seven (7) days a week
ENV-007	UOC-146	Communicate to the Agency any changes to the managed service

Exhibit 9-32: User Stories Related to Configuration and Change Management

SECTION 10 APPROACH TO SYSTEM CHANGES AND ENHANCEMENTS

Refer to section 9, Configuration and Change Management of this document, for the approach to system changes and enhancements.

10.1 QUALITY MANAGEMENT

The following section outlines FX UOC's call monitoring procedures, including performance evaluation methods, agent adherence standards, and mechanisms for identifying escalation trends. These procedures are part of the broader service improvement and oversight model designed to ensure high-quality service delivery through the contact center environment.

10.1.1 INTRODUCTION

Effective call monitoring is essential for maintaining high-quality customer service within the FX UOC Service Desk. Leveraging Genesys Cloud ensures interactions between Service Desk Support Specialists (SDSS) and the FX Community (Agency, Sister Agencies, and Vendors working on the FX Program) are accurate, professional, and compliant with AHCA and federal regulations. This section outlines the call monitoring process, evaluation criteria, scoring methods, compliance factors, and best practices through Genesys Cloud capabilities, promoting continuous quality improvement (CQI) and service excellence.

10.2 CALL MONITORING PROCESS

The call monitoring process systematically reviews and evaluates interactions between SDSS and the FX Community. Utilizing Genesys Cloud, calls are monitored in real-time or via recorded sessions, providing immediate feedback and identifying improvement opportunities.

10.3 EVALUATION CRITERIA AND SCORING METHODS

Calls are evaluated against predefined metrics to ensure SDSS interactions align with service standards, regulatory requirements, and customer experience expectations. Genesys Cloud provides objective scoring through customized QA evaluation forms.

Key Call Monitoring Metrics include:

- Adherence to Protocols – Following established guidelines and procedures
- Accuracy of Information – Ensuring that the correct information is provided
- Compliance with Privacy Laws – Safeguarding protected information
- Professionalism & Empathy – Displaying courtesy and active listening
- Call Resolution Effectiveness – Addressing customer concerns efficiently
- Documentation Accuracy – Ensuring proper case logging and data entry

Call Scoring System:

- 97-100%: Excellent – Exceeds quality standards
- 90-96.9%: Good – Meets standards with minor areas for improvement
- < 90%: Does Not Meet Standards – Requires coaching.

Ticket Priority Levels:

Service Desk tickets in Genesys Cloud are assigned priority levels that determine handling sequence and response urgency. All incoming tickets are assigned a "Normal" priority level by default. However, Support Specialists are trained to elevate tickets to "Expedited" status when:

- The customer faces time-sensitive deadlines
- System access is preventing critical work
- The issue impacts multiple users or essential services
- Regulatory or compliance factors require immediate attention

Expedited tickets receive prioritized handling in the queue and are monitored closely by supervisors to ensure timely resolution. This tiered approach ensures efficient resource allocation while addressing urgent matters promptly.

10.4 Compliance Factors

Compliance with HIPAA, ADA, AHCA regulations, and CMS standards is rigorously monitored. Genesys Cloud enables secure call recording, encryption, and controlled data access, safeguarding protected information and ensuring compliance.

10.5 Roles and Responsibilities in Call Monitoring

Clear role definitions in call monitoring ensure accountability, consistent evaluations, and continuous improvement.

Quality Assurance (QA) Analysts:

- Evaluate call interactions using Genesys Cloud
- Ensure compliance with regulations
- Identify performance trends and provide feedback

Supervisors/Managers:

- Implement QA recommendations and coaching
- Monitor KPIs and compliance adherence
- Escalate critical compliance issues

Service Desk Support Specialists (**SDSS**):

- Handle constituent interactions professionally and compliantly
- Actively engage in performance feedback
- Document interactions accurately in Genesys Cloud

The diagram below, **Exhibit 10-1: UOC Call Center Technology Integration Framework**, illustrates how Genesys Cloud integrates into the UOC call center ecosystem, enhancing real-time monitoring, analytics, and compliance tracking.

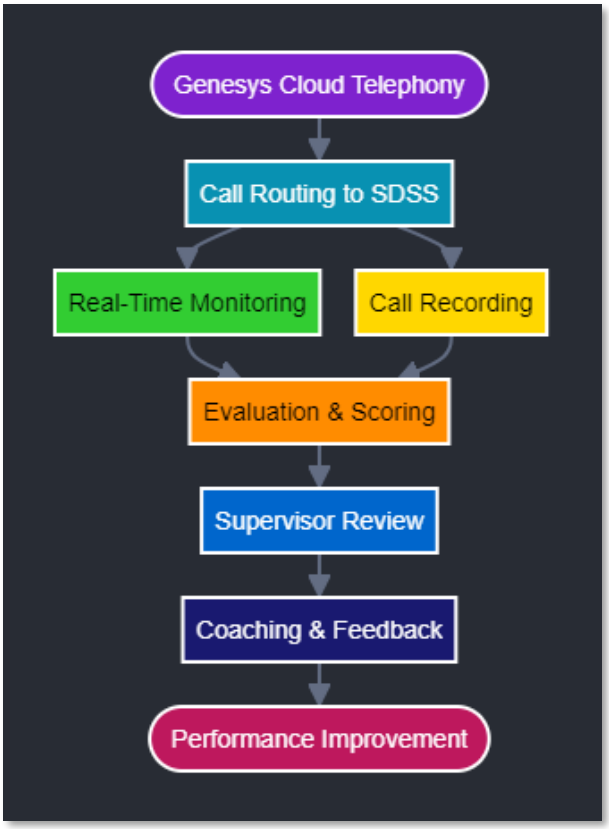

Exhibit 10-1: UOC Call Center Technology Integration Framework

The diagram above, **Exhibit 10-1**, visually demonstrates Genesys Cloud's comprehensive integration into call monitoring, from call recording to real-time analytics.

10.6 Quality Review Triggers

The quality review process within Genesys Cloud is activated when specific conditions are detected during call monitoring and ticket handling. These triggers ensure that systemic issues are promptly identified and addressed. The following conditions initiate a quality review escalation:

- **Outdated Info Hub article**: When reference materials contain obsolete information that could lead to inaccurate service delivery
- **Missing Info Hub article**: When necessary, reference documentation is unavailable, creating knowledge gaps
- **Trend of repeated requests**: When multiple similar tickets indicate a potential underlying system issue or training opportunity
- **Improper ticket handling**: When established protocols are not followed or documentation is incomplete

Genesys Cloud automatically flags the interaction for supervisor review when these triggers are identified. The quality review process then feeds into knowledge management updates, training initiatives, and process improvements, creating a continuous feedback loop that strengthens service delivery over time.

10.7 Call Monitoring Workflow

The Genesys Cloud call monitoring process follows a structured workflow, ensuring consistent, transparent evaluations.

Step-by-Step Call Monitoring Workflow:

1. **Call Initiation**: FX Community member contacts the Service Desk.
2. **Call Routing**: Routed to available SDSS via Genesys Cloud.
3. **Monitoring**: Real-time or recorded evaluation using predefined criteria.
4. **Evaluation**: Calls assessed and scored using Genesys Cloud QA tools.
5. **Feedback** & **Coaching**: Immediate feedback was provided to SDSS; targeted coaching was conducted.

The diagram below, **Exhibit 10-2: Call Monitoring Workflow**, outlines the detailed workflow of call monitoring utilizing Genesys Cloud capabilities.

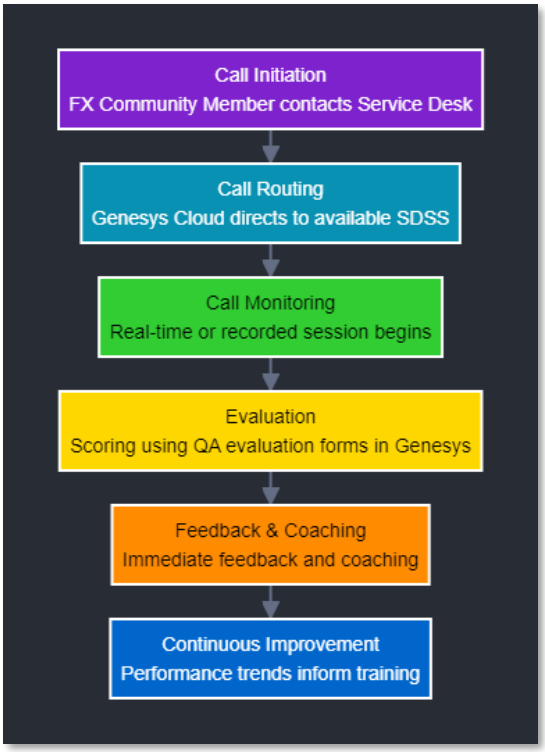

Exhibit 10-2: Call Monitoring Workflow

The diagram above, **Exhibit 10-2**, highlights the systematic approach from initial contact through evaluation, feedback, and continuous improvement.

10.8 Post-Evaluation Process

Following call resolution, a system-generated email notification is sent to the customer with details of the resolution. This notification includes an invitation to complete a satisfaction survey about their Service Desk experience. Survey feedback provides valuable insights for measuring service quality, identifying improvement opportunities, and refining training programs. The UOC Quality team regularly analyzes survey responses alongside call monitoring data to drive continuous service enhancements.

10.9 Compliance and Regulatory Considerations

Genesys Cloud supports UOC's strict adherence to compliance requirements.

The table below, **Exhibit 10-3: Regulatory Compliance Matrix**, outlines the key regulatory frameworks that apply to the FX UOC Service Desk and describes how compliance is maintained using Genesys Cloud functionality.

In addition, FX UOC operations align with Section 508 of the Rehabilitation Act to ensure accessibility of digital content and communications for individuals with disabilities, consistent with CMS Conditions for Enhanced Funding.

Compliance Area	Requirement	Enforcement
HIPAA	PHI protection	Encrypted recordings, restricted access
ADA	Accessibility	Language assistance, TTY/TDD services
AHCA	State guidelines	Alignment with state-defined protocols for service coordination and escalation
CMS	Service levels	Compliance with CMS call handling and resolution protocols
Section 508 (Rehabilitation Act)	Accessibility for individuals with disabilities	Compliance with Section 508 standards for digital content and communications; Genesys Cloud platform and integrated UOC systems meet applicable accessibility guidelines

Exhibit 10-3: Regulatory Compliance Matrix

The table above, **Exhibit 10-3**, summarizes the UOC's approach to regulatory adherence through system-enforced protocols and real-time monitoring supported by Genesys Cloud.

10.10 Best Practices in Call Monitoring

Genesys Cloud supports the implementation of best practices, ensuring high-quality service delivery:

The table below, **Exhibit 10-4: Call Monitoring Best Practices**, outlines key industry-recommended practices supported by Genesys Cloud to strengthen service quality, reinforce compliance, and encourage performance growth. These practices help the FX UOC Service Desk maintain consistency, fairness, and transparency across all monitored interactions.

Best Practice	Description
Balanced Monitoring	Combination of live and recorded evaluations
Objective Scoring	Standardized scoring to ensure fairness
Regular Agent Feedback	Scheduled coaching and improvement sessions
Data-Driven Improvements	Analysis of performance data for targeted actions
Agent Self-Review	Encouraging self-assessment and peer reviews

Exhibit 10-4: Call Monitoring Best Practices

The table above, **Exhibit 10-4,** reinforces UOC's commitment to continuous improvement by integrating structured, repeatable practices that promote quality, fairness, and agent development.

10.11 Integration with Continuous Quality Improvement (CQI)

Call monitoring insights from Genesys Cloud directly support CQI initiatives:

- **Identify Training Gaps**: Targeted training based on identified deficiencies.
- **Enhance Standard Operating Procedures** (**SOPs**): Refinement based on monitored call insights.
- **Reinforce Compliance**: Regular audits and compliance tracking.

The diagram below, **Exhibit 10-5: Call Monitoring to Continuous Quality Improvement (CQI) Feedback Loop**, illustrates how Genesys Cloud monitoring feeds directly into performance evaluation, training, SOP adjustments, and overall quality improvement efforts within the FX UOC Service Desk.

Exhibit 10-5: Call Monitoring to Continuous Quality Improvement (CQI) Feedback Loop

Exhibit 10-5 above visualizes the cyclical process of using Genesys Cloud data to drive training, refine procedures, reinforce compliance, and optimize service delivery through

ongoing quality improvements. The diagram demonstrates UOC's closed-loop approach to quality monitoring, ensuring that insights gathered from real interactions are systematically applied to strengthen operations and align with performance standards.

10.12 Summary

Effective call monitoring using Genesys Cloud ensures service excellence, compliance, and continuous improvement within the FX UOC Service Desk. By implementing structured processes, clear roles, and robust technology, UOC maintains high customer service and regulatory adherence standards.

The insights captured through rigorous call monitoring practices serve as a foundational input to broader FX UOC Service Desk operations. These operations encompass the full lifecycle of customer interactions, workforce management, case handling, knowledge utilization, and Omnichannel coordination. The following section outlines how the FX UOC Service Desk integrates tools, processes, and personnel to deliver consistent, high-quality service across all engagement channels, leveraging platforms such as Genesys Cloud and the Info Hub for unified support delivery.

10.13 FX Service Desk Operations

10.1.2 Introduction

The FX Service Desk serves as the centralized support hub within the Unified Operations Center (UOC), providing technical assistance, incident management, and operational monitoring to ensure seamless service delivery across the FX ecosystem.

Beyond traditional IT helpdesk functions, the Service Desk plays a critical role in:

- Ensuring rapid issue resolution by addressing user-reported incidents and service requests in accordance with Service Level Agreements (SLAs).
- Proactively monitoring system health and performance to detect and resolve potential disruptions before they impact operations.
- Facilitating seamless multi-channel support through Genesys Omnichannel integration, allowing users to submit and track tickets via phone and email.
- Supporting continuous operational improvements by analyzing service trends and refining support workflows.

By integrating real-time monitoring, automation, and structured escalation pathways, the FX Service Desk ensures that all user-reported issues are handled efficiently, service reliability is maintained, and operational disruptions are minimized within the UOC framework**.**

10.14 Service Desk Responsibilities

The table below**, Exhibit 10-6: FX Service Desk Responsibilities and Core Functions**, outlines the primary responsibilities of the Service Desk. These functions ensure that incidents are logged, categorized, and resolved efficiently while supporting change management, problem resolution, and real-time system monitoring to maintain operational continuity.

Responsibility	Description
Incident Management	Logs, categorizes, prioritizes, and resolves incidents affecting UOC operations.
Request Fulfillment	Handles service requests such as password resets, access permissions, and software provisioning.
Problem Management	Identifies recurring issues, conducts root cause analysis, and implements long-term fixes.
Change Management Support	Supports change control processes to minimize service disruptions.
Performance Monitoring	Monitors critical system components, including Genesys Omnichannel, to ensure service continuity.

Exhibit 10-6: FX Service Desk Responsibilities and Core Functions

10.15 Service Desk Workflow & Ticket Lifecycle

The Service Desk follows a structured ticket lifecycle and workflow to ensure that user-reported incidents and service requests are handled efficiently and in alignment with established escalation protocols. This process begins when a user submits a ticket via My Service Desk (see 10.2 My Service Desk) or contacts the Service Desk directly.

An incident refers to an unplanned interruption or failure of a service that requires immediate resolution, while a service request involves a routine request for assistance, such as password resets or new user access provisioning. Understanding this distinction helps prioritize and route tickets effectively.

Service Desk Support Specialists follow a tiered support model, where they attempt to resolve tickets at Tier 1 (initial support). If an issue requires specialized knowledge or further investigation, it is escalated to Tier 2 (vendor or AHCA technical specialists) or Tier 3 (vendors or IT leadership).

Exhibit 10-7: Service Desk Ticket Lifecycle and Escalation Workflow visually represents the key stages of ticket handling, including:

- Ticket submission and categorization
- Triage and resolution at Tier 1

- Escalation to higher support tiers when required
- Ticket closure and documentation

This structured approach ensures that service disruptions are minimized, response times are optimized, and users receive the appropriate level of support based on the complexity of their requests.

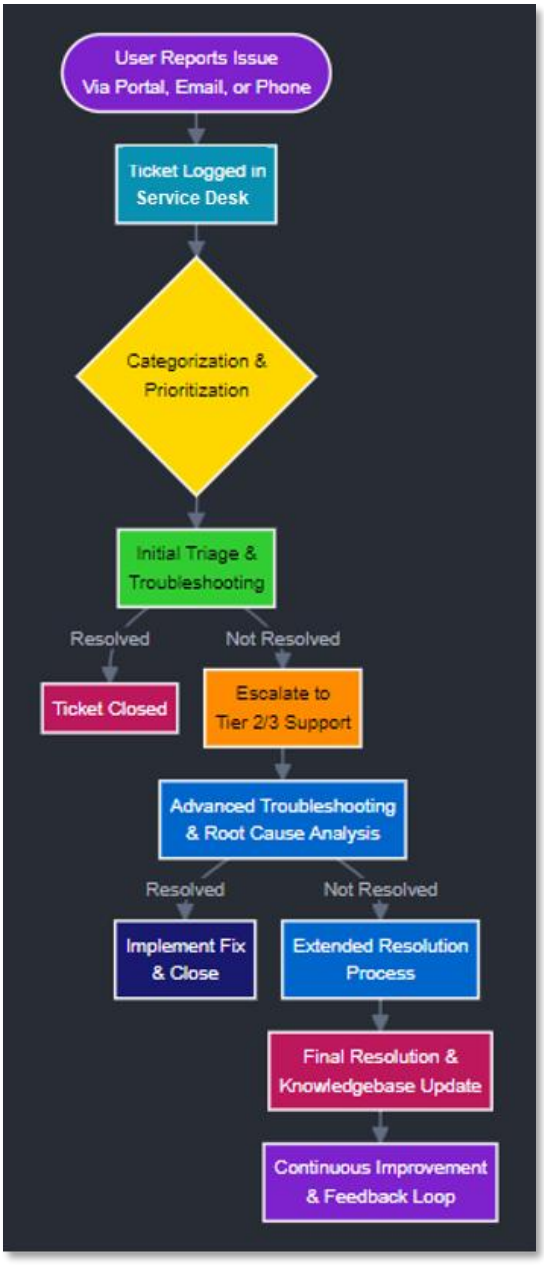

Exhibit 10-7: Service Desk Ticket Lifecycle and Escalation Workflow

10.16 Ticket Lifecycle Overview

The Service Desk ticket lifecycle follows a standardized process to ensure that all user-reported issues and service requests are handled consistently, in a timely manner, and efficiently. From the moment a ticket is submitted, it moves through various stages of assessment, resolution, and, if necessary, escalation.

Tickets can be created through multiple intake channels, including phone calls, emails, and the self-service portal:

- **Phone-Based Tickets** – When users contact the Service Desk via phone, a ticket is automatically generated through Genesys Omnichannel and assigned to an agent.
- **Email-Based Tickets** – Tickets are automatically created at the Service Desk when users submit inquiries to the designated Service Desk support email address.
- **Self-Service Portal Tickets** – Users can submit tickets through My Service Desk, which are then queued for triage and assigned to an agent only when manual intervention is required.

10.1.3 Structured Lifecycle for SLA Compliance & Efficiency

The ticket lifecycle is designed to:

- Maximize first-call resolution (FCR) rates to reduce escalations.
- Minimize ticket backlog through real-time tracking and prioritization.
- Ensure strict adherence to Service Level Agreements (SLAs) by assigning appropriate response times and escalation protocols.

The lifecycle is structured to maximize first-call resolution, minimize ticket backlog, and ensure Service Level Agreement (SLAs) adherence. By following this lifecycle, the Service Desk ensures clear accountability, proper documentation, and seamless resolution tracking.

The ticket lifecycle is the foundation of Service Desk operations, defining how incidents and service requests move through different support levels.

By following this structured lifecycle, the Service Desk ensures clear accountability, proper documentation, and seamless resolution tracking while maintaining high levels of service efficiency.

Exhibit 10-8: End-to-End Ticket Lifecycle from Submission to Resolution provides a visual representation of the key phases in ticket handling, including:

- Ticket creation and initial triage to determine priority and impact.
- Assignment to the appropriate support tier based on complexity.
- Resolution at Tier 1, escalation to Tier 2 or Tier 3 if needed.
- Final resolution, documentation, and ticket closure.

This lifecycle ensures that all tickets are handled systematically, escalated when necessary, and resolved in compliance with SLA commitments.

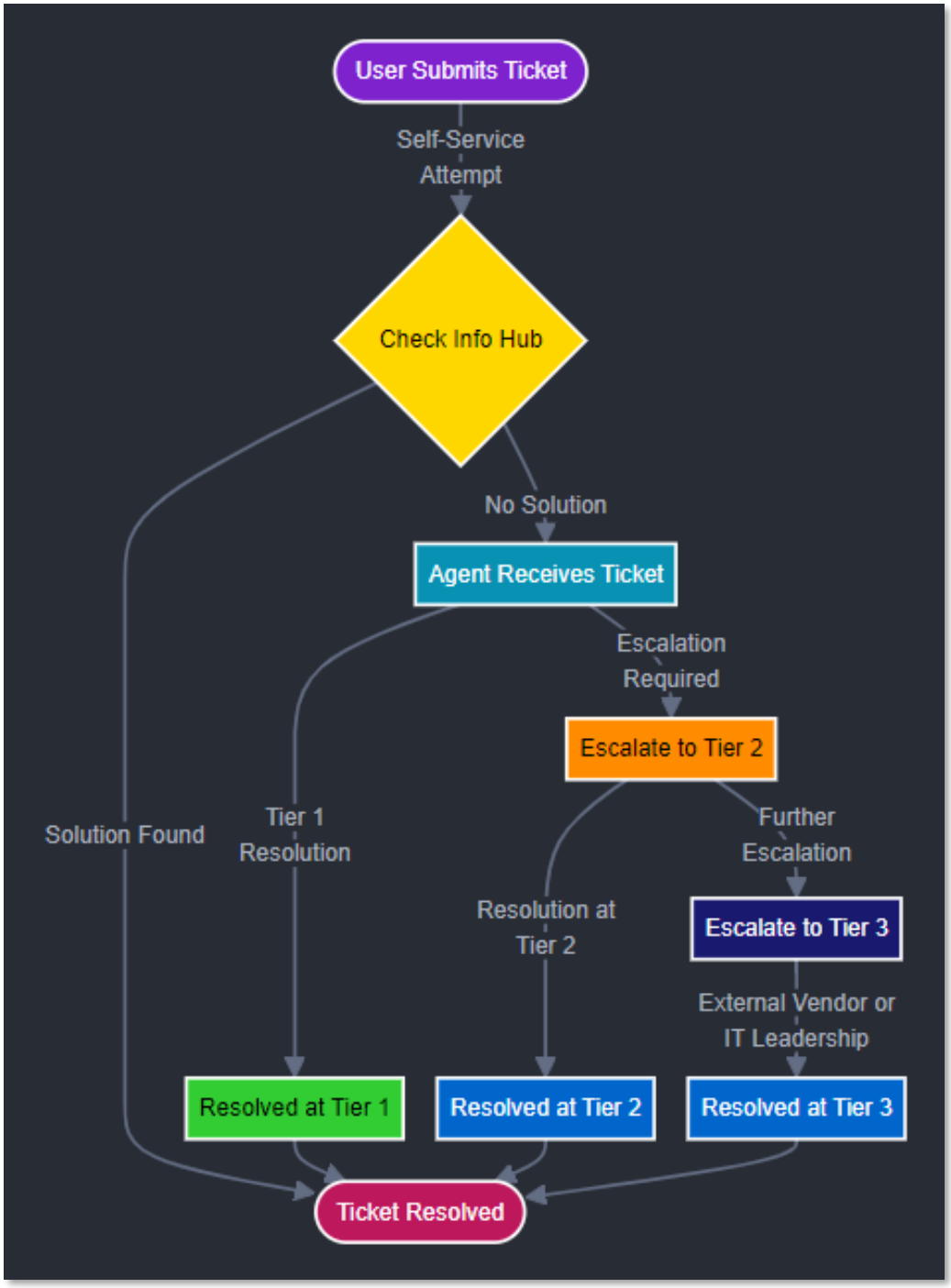

Exhibit 10-8: End-to-End Ticket Lifecycle from Submission to Resolution

10.18 Detailed Ticket Workflow

1. The user submits a ticket via My Service Desk, calls the FX Service Desk, or emails the FX Service Desk. The agent triages the issue and determines if it can be resolved with Info Hub.
2. If unresolved, the ticket is assigned to Tier 1 for troubleshooting. Escalation triggers if needed:

    - Tier 2 (Technical Specialists) for complex issues.
    - Tier 3 (Vendors/IT Leadership) for critical system-wide failures.
    - Ticket resolution is documented, and the user is notified.

Key Takeaways:

- The Service Desk is the first line of support, handling user issues and system alerts.
- If a ticket cannot be resolved at Tier 1, it is escalated to Tier 2/3 or to external vendors.
- Root Cause Analysis (RCA) is performed for recurring or high-impact incidents.
- The process integrates continuous feedback to enhance future incident handling.

10.19 Escalation Model & Support Tiers

The Service Desk operates within a structured escalation model to ensure that issues are resolved efficiently and at the appropriate level of expertise. When a ticket cannot be resolved at the initial point of contact, it follows a tiered escalation path, allowing specialized support teams to handle more complex problems.

This model helps maintain Service Level Agreement (SLA) compliance, minimizes resolution times, and ensures that high-priority issues receive the necessary attention from senior technical specialists or external vendors.

Exhibit 10-9: Service Desk Escalation Model and Support Tiers provides a visual breakdown of how tickets are escalated based on complexity, urgency, and required expertise.

This diagram illustrates the progression of an issue from initial user self-service attempts through Tier 1, Tier 2, and Tier 3 support levels before reaching external vendors or IT leadership when necessary.

Key elements include:

- **Tier 0** – **Self-Service**: Users attempt to resolve issues using knowledge-based articles and automated tools.

- **Tier 1** – **General Support**: Service Desk Support Specialists handle general inquiries, provide password assistance, and ensure appropriate issue referrals to AHCA or other vendors.
- **Tier 2** – **Technical Specialists**: Advanced support teams troubleshoot complex issues requiring in-depth system knowledge and access to back-end systems.
- **Tier 3** – **IT Leadership & Vendors**: Issues requiring decisions, authority, access, broad infrastructure changes, or executive approval.

This structured approach ensures that resources are allocated efficiently, high-impact incidents are escalated appropriately, and users receive timely support based on the nature of their issue.

Tickets are escalated based on predefined SLA timeframes or issue complexity. High-priority incidents (e.g., system outages and security breaches) bypass Tier 1 and are directly assigned to Tier 2 or Tier 3 support.

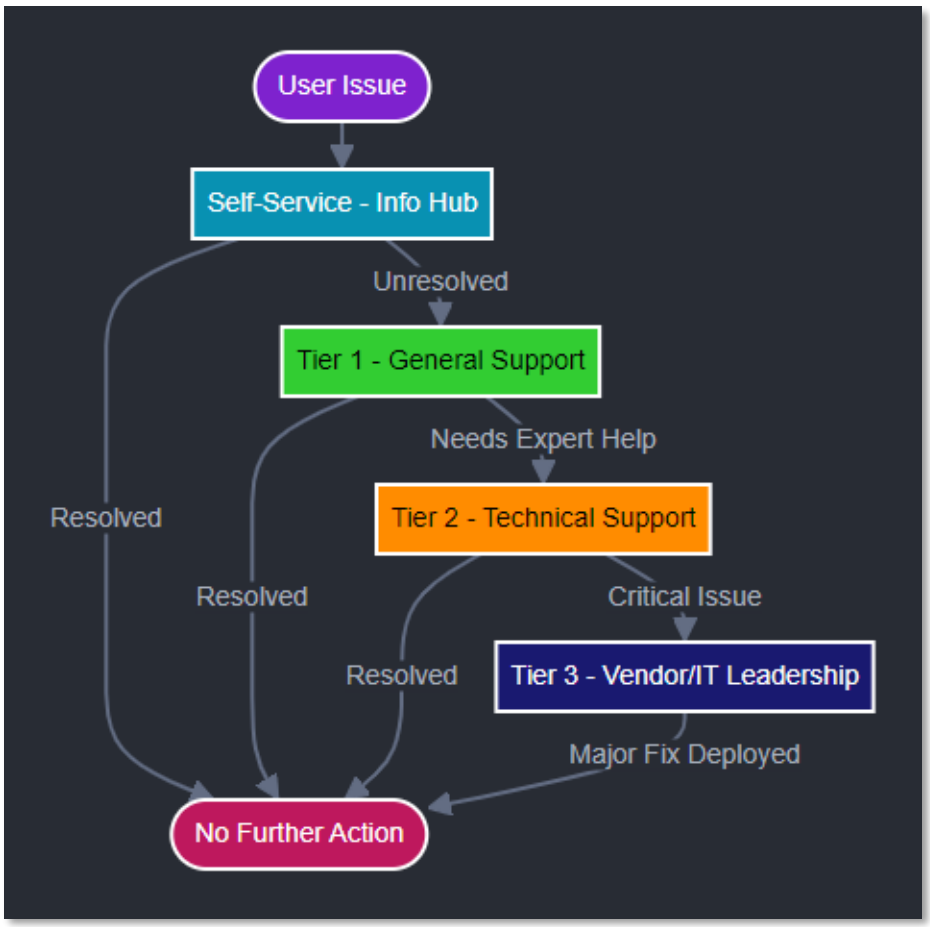

Exhibit 10-9: Service Desk Escalation Model and Support Tiers

While **Exhibit 10-9: Service Desk Escalation Model and Support Tiers** visually represents the escalation workflow, **Exhibit 10-10: Service Desk Escalation Tiers and Responsibilities** table below offers a structured reference for understanding each support tier's specific functions and responsibilities.

This table clarifies:

- What each tier is responsible for
- The type of issues handled at each level
- When and why do escalations occur

By defining these roles, the FX Service Desk ensures that *Service Desk Support Specialists* (SDSS), technical teams, and leadership maintain clear accountability and follow consistent escalation protocols.

SUPPORT TIER	RESPONSIBILITIES
Tier 0 – Self-Service	Users access FAQs, knowledge bases, and automated chatbots.
Tier 1 – General Support	First-line agents handle common issues and basic troubleshooting.
Tier 2 – Technical Specialists	More complex issues involve integrations, configurations, or minor development fixes.
Tier 3 – Experts/Vendors	Escalation to vendor support (Genesys, IT Security, Network Operations).
IT Leadership	Engaged in critical system outages or high-priority escalations.

Exhibit 10-10: Service Desk Escalation Tiers and Responsibilities

While **Exhibit 10-10** outlines the responsibilities of each support tier, **Exhibit 10-11: FX Service Desk Escalation Process Flow** provides a process-driven visualization of the Service Desk escalation workflow in real-time.

This diagram illustrates:

- Key decision points at each stage of escalation.
- The transition process between support tiers is based on ticket complexity and priority.
- Trigger points that necessitate vendor involvement or IT leadership escalation.

This visual guide mapping out the escalation journey ensures that Service Desk teams adhere to a standardized, structured approach for efficiently resolving complex technical issues.

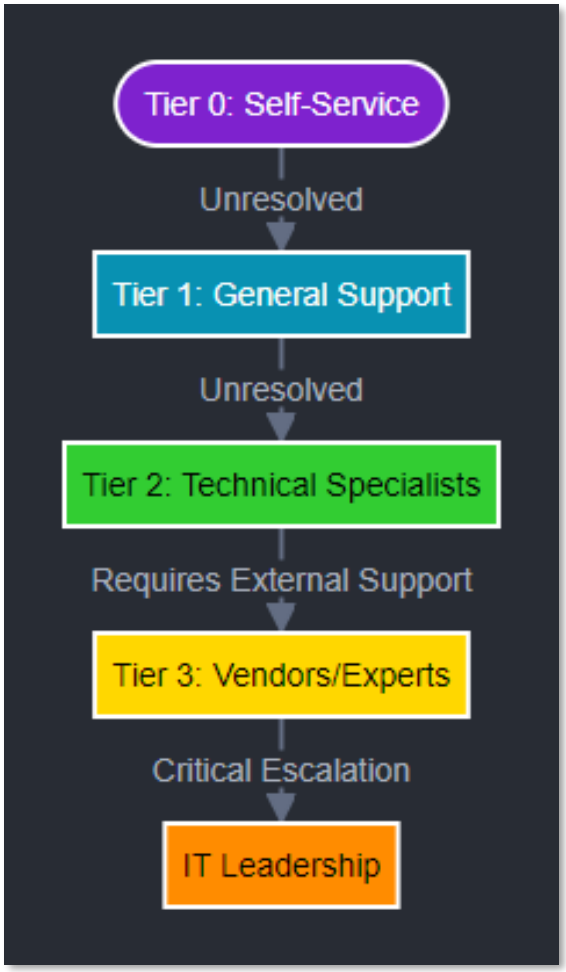

Exhibit 10-11: FX Service Desk Escalation Process Flow

10.1.4 Integration with Genesys Omnichannel

The Service Desk and Genesys Omnichannel work together to ensure a seamless user experience. **Key Integration Points:**

- **Real-Time Monitoring** - The Service Desk tracks live agent status, queue loads, and call performance.
- **Automated Ticket Generation** - Emails to the FX Service Desk trigger the automatic creation of a ticket.
- **Omnichannel Support** – Centralized handling of phone and email interactions
- **Incident Resolution Coordination** - Service Desk Support Specialists collaborate with Genesys specialists to resolve omnichannel-related disruptions.

The Genesys Omnichannel platform is a core component of the FX Service Desk's communication and ticketing system. It ensures that user inquiries, incidents, and service requests from multiple channels (phone, chat, and email) are routed, tracked, and resolved efficiently.

This seamless integration improves response times, optimizes workflows, and enhances the end-user experience.

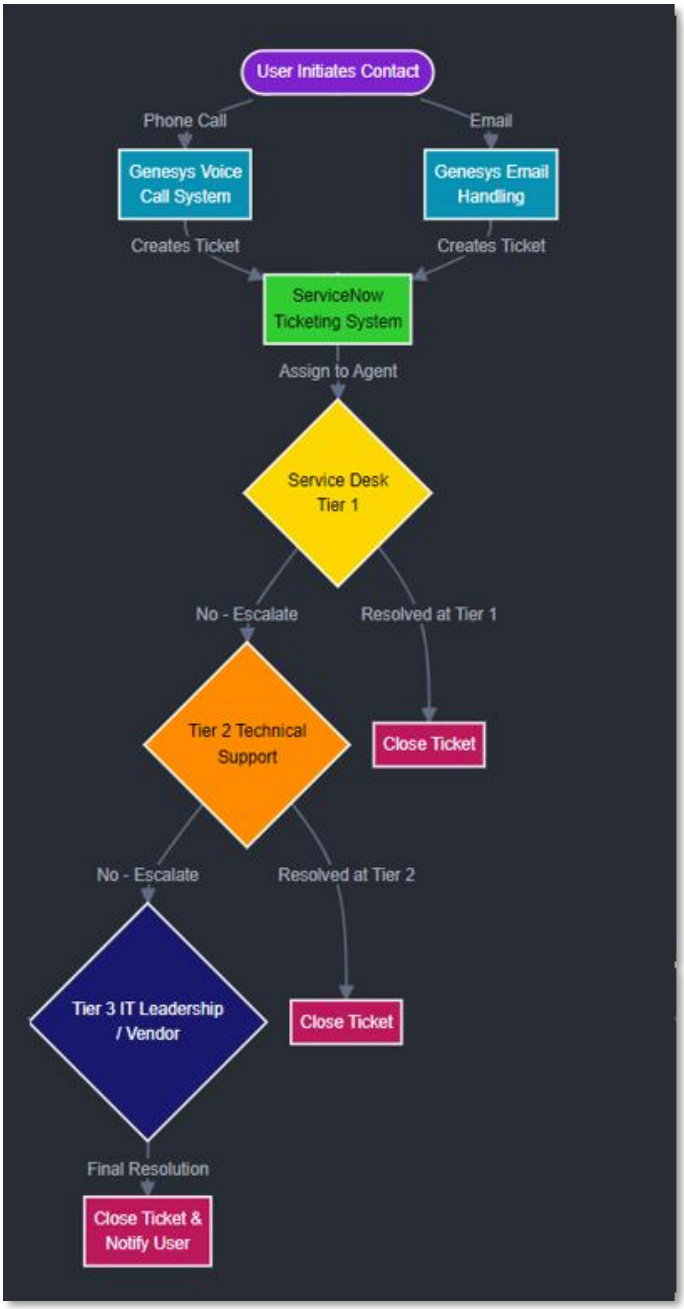

Exhibit 10-12: Genesys Omnichannel Integration with Service Desk

10.1.5 Performance Monitoring & Continuous Improvement

FX Service Desk actively tracks key performance indicators (KPIs) that measure support effectiveness and user satisfaction to maintain service quality and operational efficiency.

To maintain service quality and operational efficiency, SDSS can leverage ticket sorting and filtering capabilities within the FX Service Desk system. These tools allow agents to:

- Prioritize urgent requests
- Track unresolved incidents
- Categorize issues based on SLA deadlines

Standard SLA timeframes include:

- Low Priority: 24-48 hours
- Medium Priority: 8-12 hours
- High Priority: 4-6 hours
- Critical (P1) Issues: Immediate escalation & resolution within 2 hours

Proper use of filtering ensures compliance with performance metrics and facilitates faster resolution times.

Key Performance Metrics (KPIs)

- **First Call Resolution** (**FCR**) **Rate** – Percentage of issues resolved on first contact.
- **Mean Time to Resolve** (**MTTR**) – Average time to close a ticket.
- **Service Level Agreement** (**SLA**) **Adherence** – Percentage of tickets resolved within SLA timelines.
- **Customer Satisfaction** (**CSAT**) **Score** – User feedback on support experience.
- **Incident Reopen Rate** – Measures whether issues recur due to incomplete resolutions.

Exhibit 10-13: Key Performance Metrics (KPIs) for Service Desk Operations outlines the primary KPIs used to assess Service Desk performance, focusing on incident resolution, service reliability, and customer feedback. These metrics are essential for ensuring:

- Timely resolution of issues through effective ticket management.
- Continuous service improvement by identifying recurring pain points.
- Compliance with Service Level Agreements (SLAs) to meet contractual performance standards.

Tracking these KPIs allows the FX Service Desk to proactively address inefficiencies, enhance response times, and refine escalation processes to deliver high-quality support.

METRIC	DEFINITION
First Call Resolution (FCR) Rate	First Call Resolution (FCR) Rate
Mean Time to Resolve (MTTR)	Mean Time to Resolve (MTTR)
SLA Compliance Rate	SLA Compliance Rate
Customer Satisfaction (CSAT) Score	Customer Satisfaction (CSAT) Score
Incident Reopen Rate	Incident Reopen Rate

Exhibit 10-13: Key Performance Metrics (KPIs) for Service Desk Operations

Continuous Improvement Initiatives

- Quarterly reviews of ticket data to identify recurring pain points.
- Knowledge base updates to reduce reliance on Tier 1 support.
- Automation of routine tasks (e.g., auto-resolving common issues).
- Training programs for Service Desk agents to enhance troubleshooting capabilities.

Conclusion

This section outlines the FX Service Desk's role within the UOC framework, ensuring its alignment with current and future operational standards as defined in PD 14b and subsequent iterations.

It provides a high-level operational overview that focuses on:

- Core responsibilities of the FX Service Desk within the UOC include supporting stakeholder interactions, Medicaid system operations, and real-time service management.
- Ticket and incident management and escalation workflows to optimize response times.
- Escalation Procedures & Support Tiers
- Service Integration with Genesys Omnichannel
- Performance Monitoring & Continuous Improvement
- Key performance metrics (KPIs) to measure service quality and efficiency.

As PD 14 evolves, this framework will continue to adapt and expand to ensure that the FX Service Desk remains an agile, high-performing, and strategically aligned component of FX operations. This guide is a living document that evolves alongside the FX UOC model and will be updated as needed to reflect changes in Genesys Omnichannel processes, SLA policies, and new FX Service Desk protocols.

10.1.6 FX Service Desk User Guide

The FX Service Desk User Guide serves as the official training and reference manual for SDSS. It provides detailed step-by-step instructions to ensure consistency in service delivery, ticket management, and escalation handling.

10.1.6.1 What the FX Service Desk User Guide Covers

The guide is structured to provide:

- **System Navigation** – Understanding the Service Desk platform.
- **Ticket Management** – Creating, tracking, and resolving tickets efficiently.
- **Escalation Protocols** – Following structured escalation procedures.
- **Genesys Omnichannel Integration** – Handling multi-channel interactions.
- **Best Practices for SDSS** – Optimizing support performance and customer interactions.

10.1.6.2 Using the FX Service Desk User Guide for Training & Operations

The *Service Desk User Guide* is designed for both new hires and experienced SDSS personnel, providing them with a standardized reference to enhance troubleshooting capabilities and streamline service delivery. This guide supports:

- Onboarding and initial training for new SDSS team members.
- Ongoing reference material to reinforce knowledge and compliance.
- Continuous improvement by incorporating lessons learned and process enhancements.

Reference to the Appendix

Refer to Appendix-G-FX-Service-Desk-User-Manual for a detailed step-by-step guide on performing Service Desk functions. This guide serves as the foundational resource for SDSS, ensuring consistency in service delivery, ticket resolution, and escalation management. Service Desk personnel should use this manual as both a training tool and a day-to-day operational reference.

Appendix-G-FX Service Desk-Quick Reference Manual complements this guide and provides platform-specific orientation, including annotated screenshots and instructional guidance on

using dashboards, filtering tools, and task panels. While Appendix-G-FX-Service-Desk-User-Manual focuses on “what to do,” Appendix-G-FX Service Desk-Quick Reference Manual focuses on “how to navigate” the platform to execute those tasks effectively. Together, these documents ensure that SDSS personnel are equipped with both procedural knowledge and interface fluency.

10.2 My Service Desk

The foundational elements of FX Service Desk operations are further supported by the tools and platforms that enable real-time interaction, ticket management, and service visibility. Chief among these is the *My Service Desk* portal—UOC’s primary interface for users to find help for their issues, submit service desk tickets, view updates, and communicate with service desk specialists working on their tickets. The following section outlines how My Service Desk integrates with operational workflows and underpins day-to-day service delivery.

10.2.1 Introduction

My Service Desk is the self-service portal within the FX Unified Operations Center (UOC) framework, designed to streamline ticket creation, issue resolution, and self-service troubleshooting. It provides users direct access to technical support through AI-driven knowledge base searches, automated ticket routing, and real-time status tracking. This section outlines the operational functions of My Service Desk within FX UOC, ensuring alignment with service automation and escalation pathways detailed in 0 10.13 FX Service Desk. The full My Service Desk User Guide is referenced in **Error! Reference source not found.** for detailed user instructions.

By incorporating workflow automation and real-time ticket tracking, My Service Desk plays a key role in reducing the manual workload of *Service Desk Support Specialists* (SDSS) while enhancing response times and SLA adherence.

Key Benefits:

- Empowers users by providing a self-service alternative before engaging SDSS.
- Reduces ticket volume for Service Desk agents through automated resolutions and AI-driven suggestions.
- Ensures transparency in ticket tracking, allowing users to monitor progress and updates.
- Directly integrates with FX UOC Service Desk Operations (see Section 19) for escalation pathways and SLA enforcement.

10.2.2 Purpose

My Service Desk is an integrated self-service platform within the FX Unified Operations Center (UOC), designed to streamline ticket creation, issue resolution, and self-service

troubleshooting. It provides users direct access to technical support through AI-driven knowledge base searches, automated ticket routing, and real-time status tracking.

This section outlines the operational role of My Service Desk within FX UOC, ensuring alignment with service automation, escalation workflows, and SLA management as detailed in 0 10.13 FX Service Desk.

By leveraging AI-powered recommendations, workflow automation, and ticket tracking, My Service Desk reduces the manual workload of SDSS while improving response times and SLA compliance.

10.2.3 Core Features of My Service Desk

My Service Desk provides a range of functionalities designed to optimize self-service workflows, improve issue resolution efficiency, and enhance user experience. These key features include:

- **Navigation & User Interface** – A user-friendly dashboard that allows seamless ticket submission, tracking, and updates.
- **Self-Service Knowledge Base Integration** – Enables users to search Info Hub for potential solutions before submitting a ticket, reducing unnecessary escalations.
- **Automated Ticketing & AI Assistance** – AI-driven tools analyze user queries and suggest relevant self-resolution steps before routing issues to an agent.
- **Omnichannel Support** – Integrated with Genesys Omnichannel, providing real-time SDSS communication via email and voice to enhance user engagement and responsiveness.

10.2.4 Ticket Lifecycle in My Service Desk

The ticketing process within My Service Desk follows a structured workflow to ensure that user-reported issues are categorized, escalated, and resolved efficiently in alignment with Service Level Agreements (SLAs).

The following diagram**, Exhibit 10-14: My Service Desk Ticket Lifecycle**, outlines the My Service Desk ticket lifecycle, illustrating the step-by-step progression of a ticket from initial submission to final resolution. It highlights key decision points, including self-service resolution attempts, priority categorization, escalation paths, and final closure. This structured workflow ensures that all user-reported issues are efficiently handled in alignment with Service Level Agreements (SLAs) while minimizing manual intervention where possible:

- Self-service resolution attempts before escalation to an SDSS.
- Priority categorization to determine urgency and impact.
- Escalation paths for unresolved tickets requiring specialized support.
- Final closure will be provided once the issue has been successfully resolved.

This structured workflow ensures that all user-reported issues are handled efficiently, minimizing manual intervention while maintaining SLA compliance and operational efficiency.

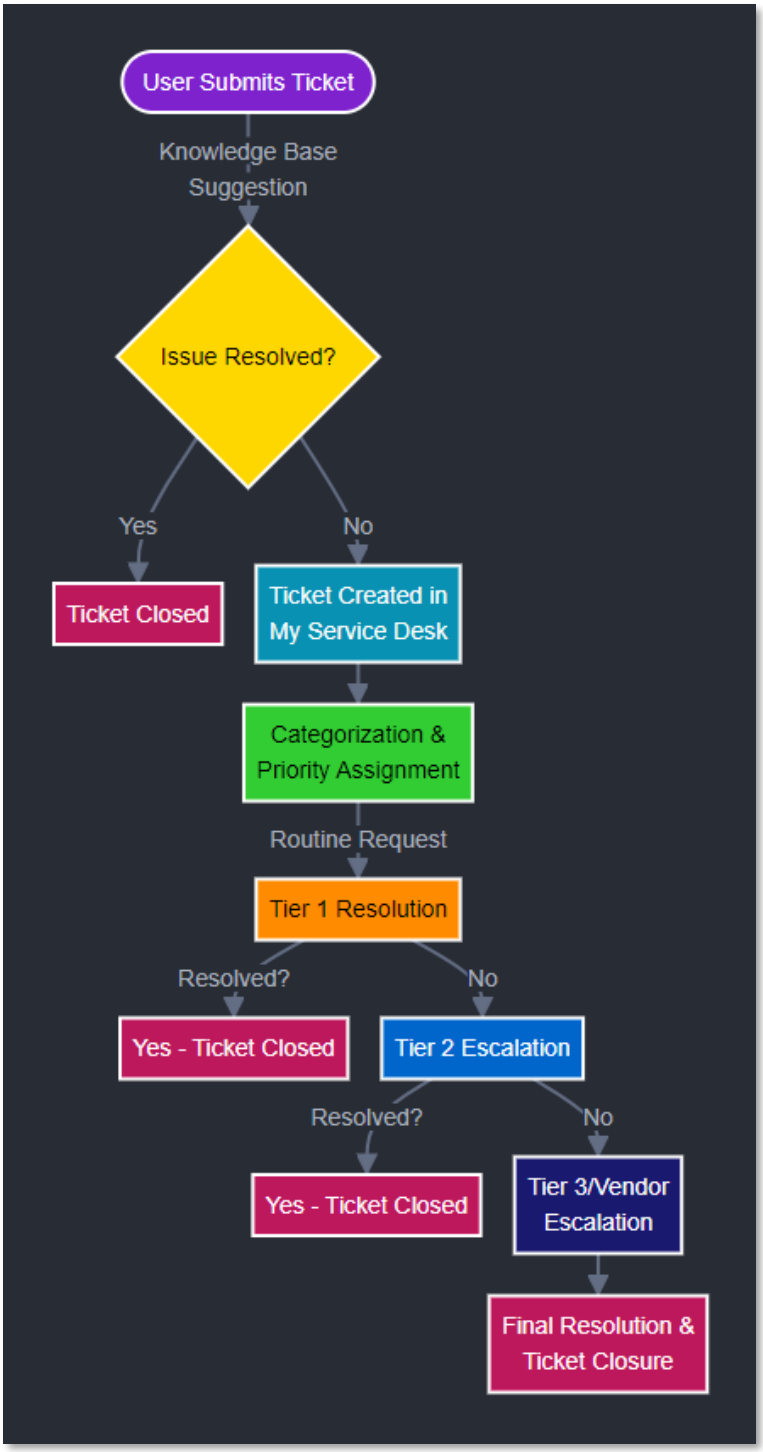

Exhibit 10-14: My Service Desk Ticket Lifecycle

This structured approach ensures efficient ticket handling, minimizes backlog, and enforces SLA compliance.

10.2.5 Integration with FX UOC & Service Desk

My Service Desk is a critical component of the FX Unified Operations Center (UOC), designed to work seamlessly with key service and support systems to enhance operational efficiency and user support.

- **Service Desk Operations** (0 10.13 FX Service Desk) – Automates ticket intake, categorization, and user interactions, ensuring seamless escalation and resolution workflows.
- **Genesys Omnichannel** – Creates tickets from email inquiries and allows for phone support in the FX Service Desk.
- **ServiceNow** – Provides automated ticket routing, ensuring tickets move efficiently through their lifecycle with minimal manual intervention.
- **Info Hub** – Integrates a knowledge base system, allowing users to find solutions through self-service resources before creating a ticket, reducing overall ticket volume.

This integration ensures a cohesive service management ecosystem, reducing response times, improving ticket resolution efficiency, and enhancing user experience across the FX UOC framework.

10.2.6 Operational Maintenance & Governance

An ongoing operational maintenance and governance strategy is essential to ensure My Service Desk remains efficient, accurate, and continuously optimized. The key areas of focus include:

- **Monitoring User Engagement & Ticket Trends** – Analyzing usage data, ticket volume trends, and resolution times to optimize automation, routing, and resource allocation.
- **Updating the Knowledge Base** – Ensuring that Info Hub articles are regularly reviewed, updated, and aligned with evolving user inquiries to improve self-service success rates.
- **Reviewing AI & Automated Responses** – Training AI-driven tools to enhance recommendation accuracy, ensuring users receive relevant, effective self-resolution suggestions before ticket escalation.
- **Feedback & User Experience Surveys** – Gather continuous feedback from users to identify pain points, improve workflows, and refine the overall usability and effectiveness of My Service Desk.

A structured governance model ensures that My Service Desk evolves in response to changing user needs, emerging technology capabilities, and continuous improvement initiatives. It keeps the FX UOC framework aligned with best practices in IT service management.

10.2.7 Reference to Full 'My Service Desk User Guide' in Appendix

For full step-by-step user instructions on portal navigation, ticket management, and troubleshooting, refer to Section 18. This appendix provides:

- Logging in and accessing My Service Desk.
- Step-by-step instructions on submitting, tracking, and updating tickets.

Utilizing knowledge base search and AI-powered solutions.

The FX UOC My Service Desk platform serves as the primary user-facing portal for initiating and managing service-related requests. To support these activities, the FX Service Desk team operates a structured ticketing framework that governs how incidents, service requests, and tasks are logged, prioritized, assigned, and resolved. The following section outlines the FX UOC ticketing process, detailing intake channels, ticket lifecycle stages, and supporting workflows used to ensure timely and effective service delivery.

10.3 FX Service Desk Ticketing

The *FX Service Desk Ticketing* process provides a centralized system for tracking, managing, and resolving technical and operational inquiries submitted by internal Unified Operations Center (UOC) personnel and external FX Program stakeholders. This section outlines the core workflows and governance model that support effective incident and service request management. Ticketing functionality is distributed across two platforms: the FX Service Desk Platform and My Service Desk (a self-service portal accessed by Agency personnel, sister agencies, vendors, and other external users).

Ticketing functionality is delivered through two platforms:

- The FX Service Desk Platform, used internally by UOC agents
- My Service Desk, a self-service portal available to Agency personnel, sister agencies, vendors, and other authorized external users

10.3.1 FX Service Desk Platform (UOC-Facing)

The *FX Service Desk Platform* is built into the *FX Client Compass* and supports the internal UOC team with full lifecycle ticket management. It is integrated with the *FX Omnichannel* telephony system to enable Computer Telephony Integration (CTI), screen pop-ups, and automatic ticket generation for inbound calls.

Key functions include:

- Manual or auto-generated ticket creation (via CTI screen pop)
- Assignment to UOC support specialists
- Ticket status updates and escalation workflows
- Integration with Info Hub for documentation lookup
- Dashboards for prioritization and real-time performance monitoring
- Workflow tracking enables consistent resolution, handling, and auditing

All activity is logged in accordance with the FX UOC's permissions framework (RBAC model) to maintain auditability and role-based access. Support specialists are also required to follow standardized call-handling language, including:

- "Placing a caller on hold"
- "Thank you for holding."
- "End call."

10.3.2 Ticket Resolution and Escalation (UOC Platform)

UOC support specialists consult relevant *Info Hub* articles during ticket resolution to assist the caller and ensure alignment with documented guidance. If a solution is found and applied, the agent documents the resolution within the ticketing system and marks the issue as resolved.

Suppose the UOC cannot resolve the issue. In that case, the *Service Desk Support Specialist* manually escalates the ticket to the appropriate party (e.g., ServiceNow or AHCA IT Help Desk), including notes on attempted resolution steps. If the ticket meets specific escalation criteria—such as repeated issues, missing documentation, or previous handling errors—it is flagged for quality review and routed to a supervisor dashboard using the system's escalation function.

The diagram below, **Exhibit 10-15,** illustrates the internal workflow UOC agents and supervisors use to manage tickets from creation through resolution and closure.

Exhibit 10-15: FX UOC-Facing Ticket Lifecycle

Exhibit 10-15 – Depicts the step-by-step flow of internal *Service Desk* ticket handling, including escalation and quality review checkpoints.

This lifecycle ensures a standardized, auditable process for internal ticket handling, providing clear escalation and resolution pathways that align with service expectations and governance policies.

10.3.3 Ticket Prioritization and Escalation Handling

FX UOC ticket prioritization is determined at submission. Each ticket is assigned a priority level based on the nature of the issue, its impact on operations, and the availability of alternative solutions.

For all FX Service Desk tickets, regardless of submission channel, the system defaults to 'Normal' as the priority. However, support specialists should update a ticket's priority to 'Expedited' when a contract is experiencing an issue that requires a faster response, for example, when a customer needs to log in to a system or access a report by a deadline. Support specialists are instructed to work on expedited tickets first to ensure time-sensitive issues receive prompt attention.

Escalation handling follows the defined service workflows within the FX Service Desk Platform. UOC support specialists assess whether a request requires immediate routing, supervisor review, or standard processing based on ticket classification. If a request falls outside UOC's scope, it is manually escalated to the appropriate external support entity (e.g., AHCA IT Help Desk or FX Vendor Support).

Ticket prioritization is based on the following key factors:

- Operational Impact – Does the issue affect a core business function?
- Workarounds Available – Can the user continue working with a temporary solution?
- Service Dependencies – Is this request tied to a time-sensitive event or critical system?

Once a priority is assigned, tickets follow the appropriate escalation and resolution path within the FX Service Desk Platform. FX Service Desk Support Specialists will escalate the request through internal supervisor workflows or coordinate resolution with external partners if additional review is required.

10.3.4 Exception Routing and External Handoff

Inbound and Outbound Email Routing:

The FX Service Desk coordinates closely with external systems and support entities through a monitored inbox. Tickets may be submitted via email. In turn, FX UOC Service Desk Support Specialists may escalate tickets via email when issues fall outside the scope of UOC.

- **AHCA to FX UOC**:

When a ticket is initially submitted to the AHCA IT Help Desk but should be resolved by the UOC, AHCA IT is able to submit a ticket using My Service Desk, emailing the FX Service Desk, or calling the FX Service Desk.

- **FX UOC to AHCA**:

  If a UOC agent determines that a ticket falls outside the UOC's domain—such as infrastructure issues or non-FX-managed systems—it is manually routed to the AHCA IT Help Desk at AHCAITHelpDesk@ahca.myflorida.com for Agency-level resolution.

This process ensures continuous collaboration between the FX and AHCA support teams, reflecting the "no wrong door" model, which allows stakeholders to initiate service requests from multiple entry points.

Additional External Routing Scenarios:

Tickets that the FX UOC cannot resolve are manually escalated to the appropriate party after internal triage. These include:

- FX vendor service desks for issues originating outside UOC-managed environments

FX UOC support specialists make routing decisions after verifying that the issue is not resolvable internally. Tickets that need vendor support are routed to the FX Help Desk.

10.3.5 My Service Desk (External-Facing Self-Service Portal)

My Service Desk is a customer-facing platform within the *FX Enterprise Portal*. It provides 24/7 self-service functionality to external stakeholders such as Agency staff, sister agencies, and FX vendors.

10.3.6 Ticket Resolution (Portal Workflow)

Once a ticket is submitted through My Service Desk, a UOC support specialist is assigned and begins investigating. The agent may enter comments in the *Customer Notes* section to communicate with the stakeholder. The stakeholder can respond with additional information using the *Notes to Specialist* field. After resolution, the agent completes the *Resolution Notes* field, selects a *Resolution Type*, and marks the ticket as resolved. This triggers a system-generated email to the stakeholder containing the resolution summary and a request for feedback. Following the resolution notification, the customer will be invited to submit a survey about their experience with the FX Service Desk, providing valuable input for continuous service improvement.

Key features:

- Ticket creation and categorization
- File attachment and notes

- Real-time ticket status tracking
- User-submitted updates and resolution confirmation

All external tickets are routed into the *FX UOC Service Desk* queue, where agents respond based on assigned priority.

The diagram below, **Exhibit 10-16: My Service Desk Ticket Submission Workflow**, illustrates the steps external users take to submit, track, and follow up on tickets through the FX Enterprise Portal's self-service interface.

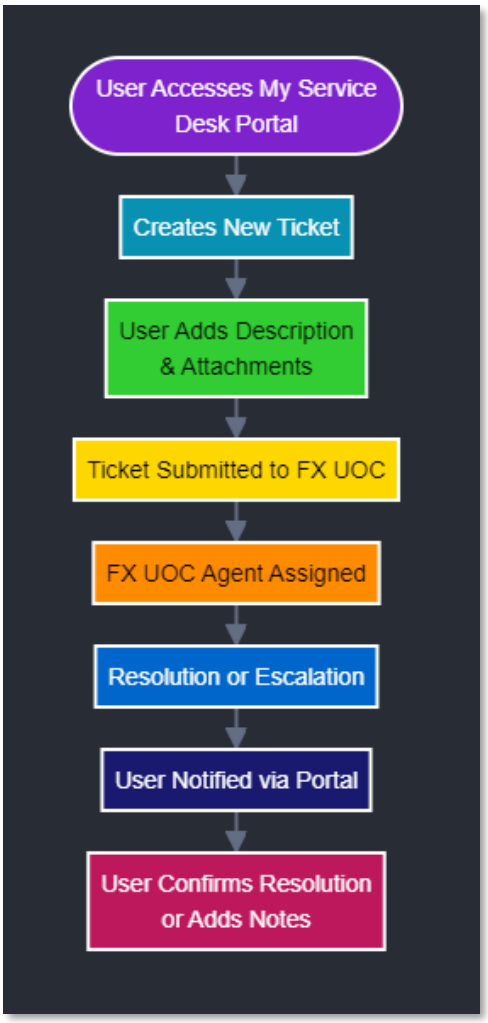

Exhibit 10-16: My Service Desk Ticket Submission Workflow

Exhibit 10-16 – Visual representation of the end-to-end user experience for creating and managing tickets through the *My Service Desk* portal.

This workflow streamlines customer engagement, reduces dependency on direct agent support, and improves transparency into ticket resolution progress for external stakeholders.

10.3.7 Channel-Specific Ticket Routing

The FX UOC Service Desk supports multiple intake channels to ensure flexible, user-friendly ticket submission and handling. Ticket routing behavior varies by channel and is designed to support the UOC's "no wrong door" model, which allows stakeholders to initiate service requests from any entry point without concern for internal assignment or system boundaries.

- **Phone (Telephony/CTI):**
  - Inbound calls are received through the FX Omnichannel telephony system.
  - When caller information is available, CTI automatically generates a screen pop and prepopulates ticket data.
  - The UOC agent manually collects and enters the necessary information if no matching contact is found.
  - Tickets are entered directly within the FX Service Desk Platform and assigned based on issue type and availability.
- **Email**:
  - Customers are able to send emails to ServiceDesk@FloridaFX.gov. Omnichannel/Genesys records this as an interaction and interfaces with the FX Service Desk to automatically generate a ticket.
  - The interaction and ticket are assigned to the next available specialist in the CTI screen pop.
  - The specialist reviews the email and any related attachments and determines the appropriate ticket category and ticket type.
- **My Service Desk Portal**:
  - External users submit tickets through the FX Enterprise Portal's self-service interface.
  - The user categorizes submissions, and agents are automatically assigned based on internal triage rules.
  - Stakeholders may add attachments, submit updates, and track status in real-time.

Each channel feeds into a centralized ticket queue, managing assignments and prioritization based on urgency, issue type, and agent availability.

The table below**, Exhibit 10-17: Ticket Routing by Channel**, summarizes how incoming service desk requests are routed based on the originating communication channel.

Channel	Routing Path	Notes
Phone (CTI)	Agent screen pop	Linked to the caller's profile
Email	Specialist reviews the email to determine ticket type	Auto-routing based on ticket type
My Service Desk	Routed based on ticket type	A user receives a ticket # and updates

Exhibit 10-17: Ticket Routing by Channel

Exhibit 10-17 – Defines routing behavior and handling logic for phone, email, portal, chat, and escalated issues within the *FX Service Desk* environment.

This routing model supports the FX UOC's "no wrong door" approach, enabling efficient intake and resolution regardless of how the ticket is initiated.

10.3.8 Quality Review and Closure

FX UOC maintains a structured quality assurance (QA) process to monitor ticket handling accuracy, identify emerging issues, and ensure continuous improvement. Tickets flagged for QA are routed to the *Supervisor Dashboard*, where designated leads review notes, system activity, and resolution outcomes to determine whether follow-up is required.

The following triggers initiate QA review:

- Outdated Info Hub article (reference material no longer accurate)
- Missing Info Hub article (needed reference material not available)
- Trend of repeated requests for the same issue or service
- Improper handling of ticket(s) (inconsistent or incomplete resolution)

These quality triggers form the foundation of the FX UOC's structured QA escalation process. When any of the conditions below are present, the agent initiates a QA review by selecting the platform's Escalate for *Review* function. The ticket is then routed to the *Supervisor Dashboard* for evaluation.

Exhibit 10-18: QA Review Triggers and Outcomes summarizes the specific escalation criteria, their meanings, and the potential actions supervisors may take based on review outcomes.

Trigger for QA Review	Description	Possible Outcome
Outdated Info Hub Article	Reference material exists, but it contains outdated information	Supervisor assigns the article update to the knowledge management team

TRIGGER FOR QA REVIEW	DESCRIPTION	POSSIBLE OUTCOME
Missing or Outdated Info Hub Article	The article referenced is inaccurate or missing entirely	Supervisor assigns documentation update or rework
Repeated Requests	Multiple tickets submitted for the same issue or service	Supervisor flags as a trend; may trigger process or training update
Improper Ticket Handling	Tickets handled inconsistently or without required documentation	Supervisor returns ticket for correction or closes with notes

Exhibit 10-18: QA Review Triggers and Outcomes

This structured escalation process enables supervisors to respond consistently based on the type and severity of the issue. By identifying repeat patterns, documentation gaps, or handling errors, FX UOC can take targeted corrective actions that strengthen service quality and knowledge management over time.

After the QA review is complete, the supervisor may:

- Return the ticket for rework or documentation updates
- Close the ticket if no action is needed
- Flag the issue for inclusion in training, documentation updates, or system improvements

All activity is logged in the *FX Service Desk Platform* to ensure full traceability and transparency.

The QA escalation path is not only documented — it is enforced through a structured workflow that ensures tickets are handled consistently, transparently, and with accountability. The following diagram, **Exhibit 10-19: QA Review and Closure Workflow**, illustrates this end-to-end process, beginning with agent-initiated escalation and concluding with supervisor-driven resolution or follow-up actions.

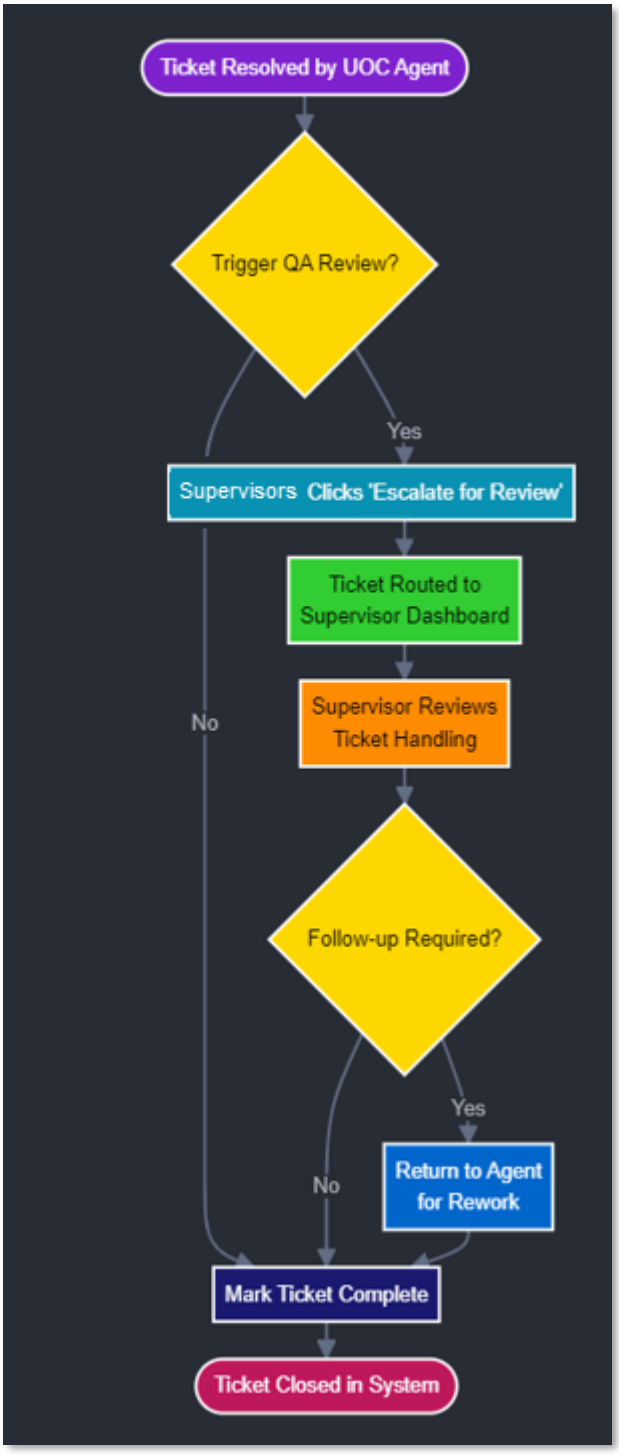

Exhibit 10-19: QA Review and Closure Workflow

Exhibit 10-19 – Visualizes the step-by-step process of QA ticket handling, including escalation triggers, supervisor review checkpoints, rework routing, and closure actions within the *FX Service Desk* environment.

This workflow reinforces FX UOC's commitment to service excellence, operational accountability, and continuous improvement through targeted quality assurance.

Once a ticket is marked resolved, it is closed within the *FX Service Desk* system. Ticket activity is retained in accordance with FX UOC recordkeeping and compliance requirements to ensure traceability and support audit readiness.

This quality review lifecycle reinforces FX UOC's commitment to service excellence, process consistency, and continuous feedback.

10.4 Service Desk Governance, Management & Performance

10.4.1 Introduction

FX Service Desk plays a critical role in the FX Unified Operations Center (UOC), ensuring the efficient management of technical support requests, incident resolution, and performance monitoring. This section outlines the policies, procedures, and performance standards governing the FX Service Desk to maintain operational excellence and Service Level Agreement (SLA) compliance.

This section aligns with:

- 0: 10.13 FX Service Desk Operations details service desk roles and responsibilities.
- 10.2: My Service Desk, which focuses on the self-service portal and its integration with support workflows.

10.4.2 FX Service Desk Policies & Compliance

FX Service Desk operates under strict governance and compliance guidelines to ensure adherence to industry standards, internal operational policies, and regulatory requirements. Governance policies establish clear protocols for *FX Service Desk* operations, ensuring compliance is actively monitored and enforced through structured oversight.

Governance & Compliance Requirements

- FX UOC follows the industry's best practices, including the ITIL (Information Technology Infrastructure Library) framework, to standardize incident management, service requests, change management, and problem resolution across the FX Service Desk.
- Governance policies ensure that all FX Service Desk activities comply with HIPAA, data confidentiality regulations, and established security protocols. Compliance is monitored through regular audits, structured risk assessments, and continuous

workforce training to ensure adherence to documented policies and evolving regulatory expectations.

- **HIPAA Compliance** – Protecting sensitive healthcare data in all interactions.
- **State & Federal Security Policies** – Ensuring all system access and support procedures follow cybersecurity mandates.
- **Data Confidentiality Requirements** – Maintaining secure handling of Personally Identifiable Information (PII) and Electronic Protected Health Information (ePHI).

- Compliance enforcement includes:
  - Regular audits and security reviews to assess adherence to risk management and operational policies.
  - Ongoing training programs to ensure *Service Desk Support Specialists* (SDSS) align with evolving security standards and compliance expectations.

In addition to governance and compliance requirements, the FX Service Desk operates under standardized policies and procedures defining key operational responsibilities**. Exhibit 10-20: FX Service Desk Policies & Procedures** outlines these policies, ensuring alignment with ITIL best practices, HIPAA compliance, state and federal security policies, and internal risk management protocols.

POLICY AREA	DESCRIPTION	KEY RESPONSIBILITIES
Technical Support	Provides first-line technical support for FX systems, including Microsoft Azure, AWS, Genesys Cloud, Microsoft Dynamics 365, and Power Applications.	Troubleshoot & resolve issues and escalate as needed.
Ticket Management	Ensures all tickets are accurately documented, categorized, and tracked.	Log issues, update status, and close resolved tickets.
Escalation	Defines structured escalation paths to ensure that unresolved issues reach the appropriate teams or vendors.	Follow the escalation matrix and communicate updates.
Communication	Maintain transparency with stakeholders through timely and professional updates.	Provide status updates and manage expectations.
Documentation	Keep detailed records of issues, resolutions, and knowledge base updates.	Maintain records for continuous improvement.
Compliance	Ensure adherence to Florida Medicaid policies, HIPAA, and internal security protocols.	Follow data security procedures and conduct audits.
Workforce Planning	Forecast demand and manage staffing levels based on ticket volume.	Monitor historical data and adjust schedules.
Scheduling	Maintain shift coverage while considering labor laws and employee needs.	Balance workload and minimize service disruptions.
Performance Management	Track KPIs (First-Call Resolution, SLA Compliance, CSAT).	Monitor performance and generate reports.

Policy Area	Description	Key Responsibilities
Training & Development	Ensure Service Desk Support Specialists receive ongoing professional development.	Identify skill gaps and coordinate training.
Process Improvement	Optimize workflows and leverage technology for efficiency.	Assess and refine FX Service Desk operations.

Exhibit 10-20: FX Service Desk Policies & Procedures

Roles & Responsibilities

- **Service Desk Support Specialists**: Handle incoming support requests, troubleshoot issues, and escalate tickets as necessary.
- **Team Leads**: Monitor service levels, provide guidance to SDSS, and ensure adherence to procedures.
- **Supervisors & Contact Center Management**: Oversee workforce planning, performance metrics, and SLA compliance.

Policy Scope

- FX Service Desk operations cover four primary areas of policy enforcement:
  - **Ticket Management & Resolution** – Ensuring tickets are logged, categorized, and processed according to predefined SLAs and priority levels.
  - **Escalation Handling** – Structured workflows define when and how tickets are escalated between Tier 1, Tier 2, and Tier 3 support levels, minimizing unnecessary escalations and ensuring rapid resolution.
  - **Workforce Planning & Scheduling** – Policies dictate staffing levels, resource allocation, and peak-hour response planning to maintain service quality.
  - **Performance Monitoring & SLA Compliance** – All tickets are monitored against SLA-defined response and resolution timeframes, with real-time dashboards tracking adherence rates.
- Policies define acceptable response times, escalation thresholds, and automated alerts for SLA breaches, ensuring that FX Service Desk performance meets contractual and regulatory requirements.

10.4.3 Workforce & Performance Management

The effectiveness of the FX Service Desk is measured through structured workforce planning and well-defined performance metrics that ensure optimal resource allocation, timely issue resolution, and adherence to service-level expectations. These policies align with ITIL's best practices and industry standards to enhance FX Service Desk efficiency.

Workforce Planning & Scheduling

To maintain consistent service quality, workforce planning involves:

- Forecasting ticket volume based on historical trends, seasonal fluctuations, and high-demand periods.
- Managing shift schedules and attendance to ensure proper coverage and minimize service disruptions.
- Allocating real-time resources based on ticket backlog and priority levels to optimize response efficiency.

Performance Metrics & Key Performance Indicators (KPIs)

The following KPIs provide quantifiable measures of FX Service Desk effectiveness:

- **Average Handle Time** (**AHT**): The average ticket resolution duration.
- **First-Call Resolution** (**FCR**): The percentage of issues resolved on the first contact without requiring escalation.
- **Customer Satisfaction** (**CSAT**): User-reported satisfaction scores following ticket resolution.
- **SLA Adherence**: Monitoring compliance with defined response and resolution timelines to meet service-level commitments.

Performance Improvement Plans (PIP)

To sustain high-quality service delivery, ongoing performance management includes:

- Identifying skill gaps and providing targeted training for specialists with consistently low-resolution rates.
- Implementing coaching sessions to enhance troubleshooting efficiency and reduce handling times.
- Leveraging KPI data to drive process improvements and optimize service delivery strategies.

10.4.4 Reporting & Performance Dashboards

Exhibit 10-21: FX Service Desk KPI Monitoring Table presents key performance metrics tracked at the Service Desk. **Exhibit 10-22: Performance Metrics Dashboard** provides a dashboard view, offering real-time insights into service efficiency and SLA compliance.

KPI	Description	Measurement Criteria
First Call Resolution (FCR)	Percentage of tickets resolved at Tier 1 without escalation	See SLM-B012

KPI	DESCRIPTION	MEASUREMENT CRITERIA
Average Handle Time (AHT)	The average time taken to resolve an issue	$\frac{Total\ Resolution\ Time}{Total\ Tickets}$
Customer Satisfaction (CSAT)	User-reported satisfaction rating after ticket closure	$\left(\frac{Total\ Responses}{Positive\ Responses}\right) \times 100$
SLA Compliance	Percentage of tickets resolved within SLA timeframes	$\left(\frac{Tickets\ Resolved\ Within\ SLA}{Total\ Tickets}\right) \times 100$

Exhibit 10-21: FX Service Desk KPI Monitoring Table

The following **Exhibit 10-22: Performance Metrics Dashboard** represents key performance indicators (KPIs) used to evaluate FX Service Desk efficiency.

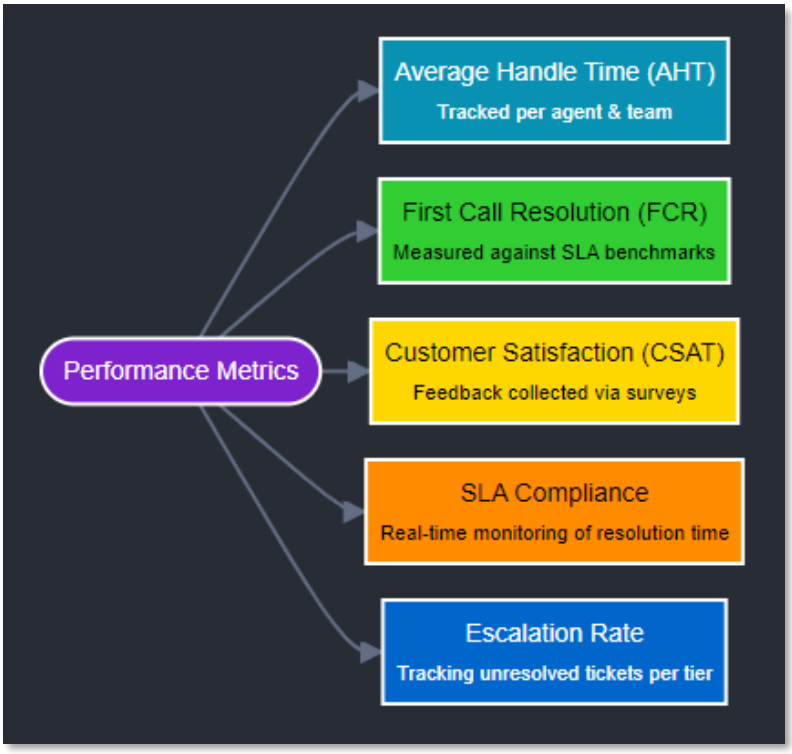

Exhibit 10-22: Performance Metrics Dashboard

This dashboard helps identify trends, measure service efficiency, and enforce SLA compliance for ongoing service improvements. Real-time reporting tools and dashboards provide insights into service desk efficiency and SLA adherence.

Service Desk Dashboards

- **Agent Dashboard**: Displays individual performance metrics and assigned tickets.
- **Manager Dashboard**: Tracks overall service performance, open ticket trends, and SLA compliance.

System Charts for Analysis

- **Tickets by Issue Type**: Identifies common problems and potential automation opportunities.
- **Cases by Status**: Monitors open, closed, and escalated cases for workload balancing.
- **SLA Compliance Reports**: Evaluates resolution time adherence and service quality.

Quality Assurance & Audit Process

- Periodic audits ensure ticket handling consistency and adherence to defined procedures.
- Unresolved ticket trends trigger *Info Hub* knowledge base updates for proactive issue resolution.

10.4.5 Client Feedback & Survey Management

While **Exhibit 10-22: Performance Metrics Dashboard** outlines the key performance indicators (KPIs) used to measure FX Service Desk efficiency, **Exhibit 10-23: Escalation Matrix for Service Desk Support** defines the structured escalation process that ensures issues are resolved at the appropriate tier.

FX Service Desk minimizes downtime and enhances user experience by integrating quantitative performance tracking and structured escalation workflows**. Exhibit 10-23: Escalation Matrix for Service Desk Support** below outlines escalation tiers, responsible teams, and escalation criteria, while the accompanying diagram visually represents the escalation flow, ensuring that service disruptions are minimized, resolution delays are reduced, and SLA compliance is maintained throughout the ticket lifecycle.

Escalation Tier	Responsible Team	Types of Issues Handled	Escalation Criteria
Tier 0 – Self-Service	Users via My Service Desk	Common troubleshooting, password resets, and knowledge base searches	The user attempts self-resolution before ticket creation
Tier 1 – General Support	Service Desk Support Specialist	Basic troubleshooting, account-related requests	Issue not resolved via self-service
Tier 2 – Technical Specialists	Advanced technical teams	Software bugs, application failures, and hardware issues	The issue requires deeper investigation beyond Tier 1

Escalation Tier	Responsible Team	Types of Issues Handled	Escalation Criteria
Tier 3 – IT Leadership/Vendor Support	IT Leadership or external vendors	Infrastructure failures, critical security incidents, and major system outages	Requires specialized expertise, regulatory compliance, or executive approval

Exhibit 10-23: Escalation Matrix for Service Desk Support

Exhibit 10-24: FX Service Desk Escalation Model below illustrates the escalation model, ensuring that tickets move efficiently through the appropriate support tiers.

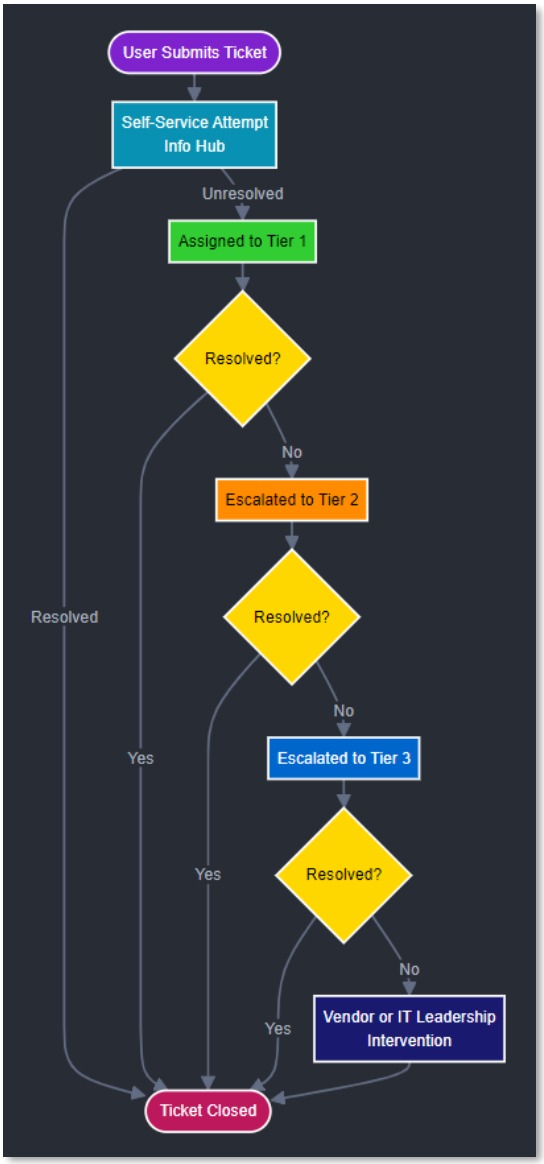

Exhibit 10-24: FX Service Desk Escalation Model

This model ensures that tickets follow structured resolution paths while minimizing unnecessary escalations and maintaining efficiency. Continuous feedback collection and survey management play a key role in service desk improvement.

User Surveys in Genesys

- Post-resolution surveys assess customer satisfaction and response efficiency.
- Survey triggers include phone interactions, email tickets, and FX Client Compass inquiries.

Analyzing & Acting on Feedback

- Service desk leadership reviews survey data to identify recurring pain points.
- Insights drive SDSS training programs and process improvements.

10.4.6 Training & Knowledge Management

FX Service Desk Support Specialist Training Programs

- Regular refresher courses on ticketing, escalation procedures, and workflow optimization.
- Hands-on simulations for handling common and complex ticket scenarios.

Knowledge Management & Info Hub Integration

- Keeping the *Info Hub* updated with FAQs, troubleshooting guides, and known issue documentation.
- Encouraging SDSS to document resolution steps for recurring issues.

10.4.7 Reference to FX Service Desk Operations, Policy, and Procedures in the Appendix

This section provides an operational overview of FX Service Desk management. For a comprehensive, detailed breakdown of Service Desk workflows, escalation protocols, policies, and procedures, refer to 18.7. The appendix serves as the authoritative reference for Service Desk governance, ensuring consistency in operations, adherence to SLAs, and alignment with documented policies and procedures.

10.4.8 Incident Response & Problem Resolution

Incident Management Process

- Logging, categorizing, and prioritizing incidents based on impact and urgency.
- Coordinating cross-team collaboration for faster resolution of critical incidents.
- Ensuring documented post-mortems for high-impact incidents to prevent recurrence.

Problem Management Framework

- Identifying root causes for recurring incidents and implementing preventive measures.
- Conducting trend analysis to identify systemic issues and propose long-term fixes.
- Documenting known errors and workarounds in the *Info Hub* for reference by Service Desk Support Specialists.

10.4.9 Change Management & Service Desk Impact

- Supporting change control processes to minimize service disruptions.
- Ensuring service desk readiness for newly implemented changes or system updates.

Training service desk personnel on procedural updates following system modifications. Refer to section 9.2, Release Management Plan of this document, for details on the Release Management process and the respective application runbooks for details on the subsections below.

The governance framework outlined in the previous section emphasizes operational accountability and structured oversight within the FX Service Desk environment. To effectively execute these responsibilities, FX Service Desk Support Supervisors rely on a dedicated suite of tools and administrative functions. The following section outlines the capabilities within the FX Service Desk platform that support supervision, task coordination, real-time performance monitoring, and team management.

10.5 Service Desk Supervisor Tools & Administrative Functions

This section describes the tools, dashboards, views, and administrative capabilities available to *FX Service Desk Support Supervisors* in the *FX Service Desk* application. These capabilities enable Supervisors to oversee day-to-day operations, assign and manage tasks, coach staff, and maintain team and holiday data.

NOTE: Two distinct supervisor roles exist within the *FX Service Desk* environment:

- **Service Desk Support Supervisor**: Manages day-to-day operations, oversees Service Desk Support Specialists, handles team assignments, and conducts coaching activities.
- **Service Desk Supervisor** (**AHCA**): Primarily uses the FX Service Desk for reporting purposes and has the same permissions as the Service Desk Support Supervisor. This role serves as an escalation point for tickets requiring Agency-level quality review.

Unless otherwise specified, the procedures and capabilities described in this section apply to both supervisor roles.

NOTE: The functionality described in this section reflects current-state capabilities implemented as part of the FX Service Desk Release of the Unified Operations Center (UOC). All tools and workflows described are accessible via the *Dynamics 365*-based *FX Service Desk* platform.

10.5.1 Navigating Supervisor Options in FX Service Desk

Service Desk Support Supervisors have access to a dedicated navigation menu within the FX Service Desk. This menu includes role-specific links for managing teams, task routing, and holidays.

10.5.1.1 Accessing the Navigation Menu

FX Service Desk Support Supervisors access their role-specific tools through a dedicated navigation menu within the *FX Service Desk* platform. This menu provides direct access to key supervisory functions such as team management, task configurations, and holiday scheduling.

The diagram below**, Exhibit 10-25**, highlights the core tools and configuration areas accessible to FX Service Desk Support Supervisors through the platform's navigation menu.

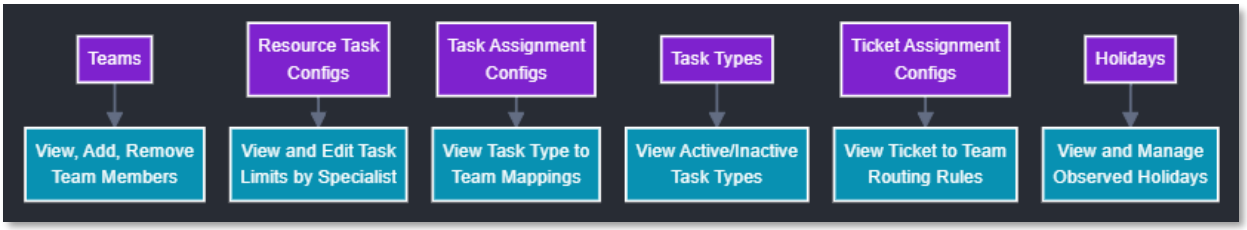

Exhibit 10-25: Supervisor Navigation Menu Options

The diagram above**, Exhibit 10-25**, provides a visual reference for the supervisory tools and functions available through the *FX Service Desk* navigation interface.

IMPORTANT: Supervisors may view but must not edit configurations for *Task Assignment Configs*, *Task Types*, and *Ticket Assignment Configs*. *Dynamics 365* Administrators maintain these settings.

10.5.2 Analyzing Ticket Data

FX Service Desk provides dashboards, views, and charts to help Supervisors identify ticket trends, evaluate performance, and make operational adjustments.

10.5.2.1 Supervisor Dashboards

The *Supervisor Dashboard* provides real-time insight into ticket activity, task assignments, and coaching indicators.

Supervisor Dashboard Components includes the following sections:

- Service Desk Active Tickets
- My Team's Open Tasks
- Active Ticket Coaching

NOTE: Supervisors use *Power BI* reports via the *FX Enterprise Portal* to complement these dashboards.

10.5.2.2 PERFORMANCE DASHBOARDS

Additional dashboards provide targeted insights:

- **Support Specialist Performance Dashboard**: Evaluates task completion rates and work distribution.
- **Coaching Dashboard**: Identifies tickets requiring coaching and tracks completion.

10.5.2.3 SUPERVISOR VIEWS

Supervisors can filter tickets and task data using predefined views. View names reflect applied filters and can be further refined.

The table below, **Exhibit 10-26: Common Supervisor Views and Their Purposes**, presents the key system views used by FX Service Desk Support Supervisors to monitor task volume, ownership, and ticket lifecycle trends. These views support proactive workload management and data-driven decision-making.

CHART NAME	REVIEW FREQUENCY	PURPOSE
Tickets By Owner	Daily / Weekly	Identify ownership trends
Tickets By Issue Type	Daily	Detect common issue types
Avg # Days to Complete	Weekly	Analyze resolution times
Cases By Status	Daily	Monitor ticket lifecycle status

Exhibit 10-26: Common Supervisor Views and Their Purposes

The table above, **Exhibit 10-26**, supports supervisory visibility into ticket health and team performance, enabling data-driven decisions and timely interventions.

10.5.3 Managing Tickets and Tasks

Supervisors can reassign tasks, access additional ticket forms, and handle escalations or downtimes.

10.5.3.1 Assigning Tasks

Service Desk Support Supervisors are responsible for reassigning tasks to appropriate individuals or teams to ensure workload balance, meet performance targets, and uphold service level agreements (SLAs).

This supervisory function is especially critical during periods of increased ticket volume, staff unavailability, or when a task requires escalation to a more experienced specialist.

Task reassignments support operational continuity and are a key mechanism for managing risk, maintaining throughput, and aligning task ownership with the FX Service Desk's performance standards.

NOTE: Task reassignment processes are configured in FX Service Desk and performed directly within the ticket interface. Service Desk Supervisors refer to the related documentation available in the Info Hub for detailed instructions on task reassignment.

10.5.3.2 Accessing the Manager Ticket Form

The *Service Desk Ticket Manager* form provides FX Service Desk Support Supervisors access to elevated fields not available in the standard ticket view. These fields are used to designate tickets for escalation or coaching based on issue severity, quality review needs, or staff performance considerations.

By leveraging this enhanced form, Supervisors can document whether a ticket should be escalated to higher-level support or flagged for coaching and feedback. This mechanism ensures visibility into quality concerns and facilitates continuous improvement within the FX Service Desk.

10.5.3.3 Creating Tickets During Downtime

In the event of a *Genesys* system outage, FX Service Desk Support Supervisors are responsible for initiating manual tickets to ensure continued documentation of FX Community support activities. These tickets are created using a dedicated downtime form within FX Service Desk and serve as a temporary alternative to standard workflows.

Because downtime tickets are not linked to Genesys interactions, they are only used during verified outages and must be managed in accordance with FX operational policies. The accuracy and completeness of manually entered data during downtime are critical for maintaining historical records and meeting service-level obligations.

IMPORTANT: Downtime tickets are used only when Omnichannel is unavailable.

10.5.4 MANAGING COACHING FOR SERVICE DESK SUPPORT SPECIALISTS

FX Service Desk Support Supervisors use the FX Service Desk platform to manage a structured coaching workflow that identifies improvement opportunities, documents performance feedback, and supports continuous development across the support team. This process reinforces accountability, promotes service quality, and contributes to operational excellence.

10.5.4.1 IDENTIFYING COACHING OPPORTUNITIES {#IDENTIFYING-COACHING-OPPORTUNITIES-DELIVERABLS

Supervisors select tickets for coaching based on the following:

- Quality assurance findings
- Recurring issues or trends
- Knowledge gaps identified during ticket resolution
- Opportunities to recognize and reinforce exemplary performance

Using the *Service Desk Ticket Manager* form, Supervisors flag tickets for coaching by toggling the "Coaching Needed" field to "Yes" and documenting the reason for coaching in the appropriate field.

10.5.4.2 MANAGING-THE-COACHING-WORKFLOW

The coaching process follows a structured workflow:

- **Identifying Tickets**: Supervisors mark tickets for coaching using the "Coaching Needed" toggle
- **Tracking Progress**: The Coaching Dashboard provides visibility into active coaching tickets
- **Documenting Sessions**: Supervisors record coaching notes and resolution actions
- **Completing the Cycle**: Once coaching is delivered, Supervisors mark the coaching as completed

Detailed coaching records provide a historical reference for performance evaluation and training needs assessment.

10.5.5 Working with ServiceNow Integration

Service Desk Support Supervisors collaborate with the FX Help Desk (ServiceNow) team to address tickets that span both support environments. This integration supports the seamless handling of complex issues that may require multiple teams' involvement.

10.5.5.1 Managing FX Help Desk Tickets

When tickets with *FX Help Desk Ticket Types* are created in the FX Service Desk, they are automatically routed to *ServiceNow*. In cases where these tickets include multiple issues - some within the *FX Service Desk's* scope and others requiring the *FX Help Desk* handling - the Service Desk Support Supervisor receives notification of tasks assigned to UOC through ServiceNow.

Supervisors are responsible for:

- Monitoring tickets assigned to UOC in ServiceNow
- Collaborating with FX Help Desk agents to address issues
- Documenting resolution actions in both systems
- Ensuring proper closure of tickets across platforms

This cross-platform coordination ensures that no service requests fall through organizational boundaries, maintaining the "*no wrong door*" policy for FX user support.

10.5.6 Administrative Tools: Teams, Task Routing, and Holidays

Service Desk Support Supervisors maintain key operational parameters that ensure proper task assignment, workload balance, and accurate SLA calculations.

10.5.6.1 Maintaining Team Membership

Supervisors are responsible for keeping team rosters current within the following teams:

- Service Desk Agent Team
- AHCA IT Team
- FX Help Desk - Deloitte - Enterprise Data Warehouse (EDW) Team

This includes adding new Service Desk Support Specialists to appropriate teams when they join the organization and removing team members when they depart. Accurate team membership ensures proper task routing and workload visibility.

NOTE: While Supervisors manage team membership, only Dynamics 365 Administrators can create new teams.

10.5.6.2 Configuring Task Assignment Parameters

Supervisors optimize task distribution by configuring two key parameters for each Service Desk Support Specialist:

Maximum Total Tasks**: The ceiling for concurrent active tasks assigned to a specialist

6. Maximum Tasks by Type**: Limits on specific task types that can be assigned simultaneously

These configurations help balance workload among team members while ensuring tasks are assigned to properly trained specialists. Task routing rules use these parameters to automate assignments while preventing the overallocation of resources.

10.5.6.3 Maintaining the Holiday Calendar

The FX Service Desk Holiday Calendar directly impacts SLA calculations and task due dates by defining non-working days. Supervisors maintain this calendar by:

- Adding planned holidays at the beginning of each calendar year
- Documenting emergency closures as they occur
- Managing the active/inactive status of holiday records

Accurate holiday records ensure that task due dates and SLA calculations properly account for non-working days, maintaining correct expectations for resolution timeframes.

10.5.6.4 Maintaining Teams

FX Service Desk Support Supervisors are responsible for maintaining accurate team membership within the *FX Service Desk* platform. This includes ensuring specialists are assigned to the appropriate FX teams based on their roles and current support responsibilities.

Timely updates to team rosters help ensure proper task routing, workload distribution, and visibility within supervisory dashboards. This function also supports operational accuracy during performance reporting and SLA monitoring.

NOTE: Dynamics 365 Admins are responsible for creating new teams.

10.5.6.5 Assigning Task Configurations

Supervisors configure:

- Max Total Tasks per Specialist
- Max Tasks by Type

These limits help balance the workload and ensure specialists only receive tasks aligned with their roles.

10.5.6.6 Managing Team Member Status

FX Service Desk Support Supervisors are responsible for maintaining accurate and up-to-date team rosters within FX Service Desk. This includes deactivating team members who no longer support the FX Service Desk and ensuring that task routing and workload distribution reflect the current operational team.

Timely updates to team membership help maintain routing accuracy, avoid assignment errors, and support proper task allocation across active personnel.

10.6 Leveraging Info Hub for Tier 0 and Tier 1 Ticket Resolution

The Info Hub plays a critical role in enabling the FX UOC Service Desk to deliver consistent, efficient, and scalable support to the FX Community. By integrating self-service and assisted-service capabilities directly into ticket workflows, Info Hub reduces the overall support burden, shortens resolution times, and enhances the accuracy of responses. This section outlines the Info Hub's integration into Tier 0 and Tier 1 support models, the article request and approval workflow, and its value as a strategic tool in Service Desk operations.

10.6.1 Tier 0 Support: Empowering Self-Service Users

Tier 0 support provides FX Community users with access to a searchable knowledge base that allows them to resolve common questions or issues without engaging a live agent. This self-service model is designed to:

- Reduce the volume of incoming tickets.
- Improve user satisfaction through faster issue resolution.
- Centralize and standardize knowledge across programs.

Users can search Info Hub for approved articles directly through the support portal. These articles are written in plain language and categorized by audience, system, and topic.

10.6.2 Tier 1 Support: Article Matching During Ticket Handling

When a user initiates a support request that cannot be resolved at Tier 0, the ticket is routed to a Service Desk Specialist. During ticket triage, the Info Hub automatically presents suggested articles based on ticket keywords and categorization. Specialists may:

- Provide the user with the suggested article to resolve the issue.
- Use the article content as part of their live support interaction.
- Flag an article for follow-up if content is outdated or unclear.

This approach ensures consistency in responses and promotes the reuse of validated knowledge content.

10.6.3 Article Creation and Maintenance Workflow

If a Specialist identifies a knowledge gap during ticket handling, they can initiate a content request via a dedicated ticket type:

- "New Info Hub Article Request"

As part of this process, they send an email to InfoHubRequests@automated-health.com to notify the UOC Content Manager and the appropriate vendor.

These tickets are communicated with the Info Hub Team to review the following:

- An article already exists but was not appropriately surfaced.
- A new article should be created and routed to content SMEs.
- The request should be rejected with a reason noted.

The Info Hub team, which includes members of UOC as well as other FX vendors, determines if the article should be created. Once determined, they notify the Service Desk Support Specialist, who in turn communicates the outcome to the customer prior to resolving the ticket.

After vendor development, content is reviewed, edited, and published through the Info Hub content management interface.

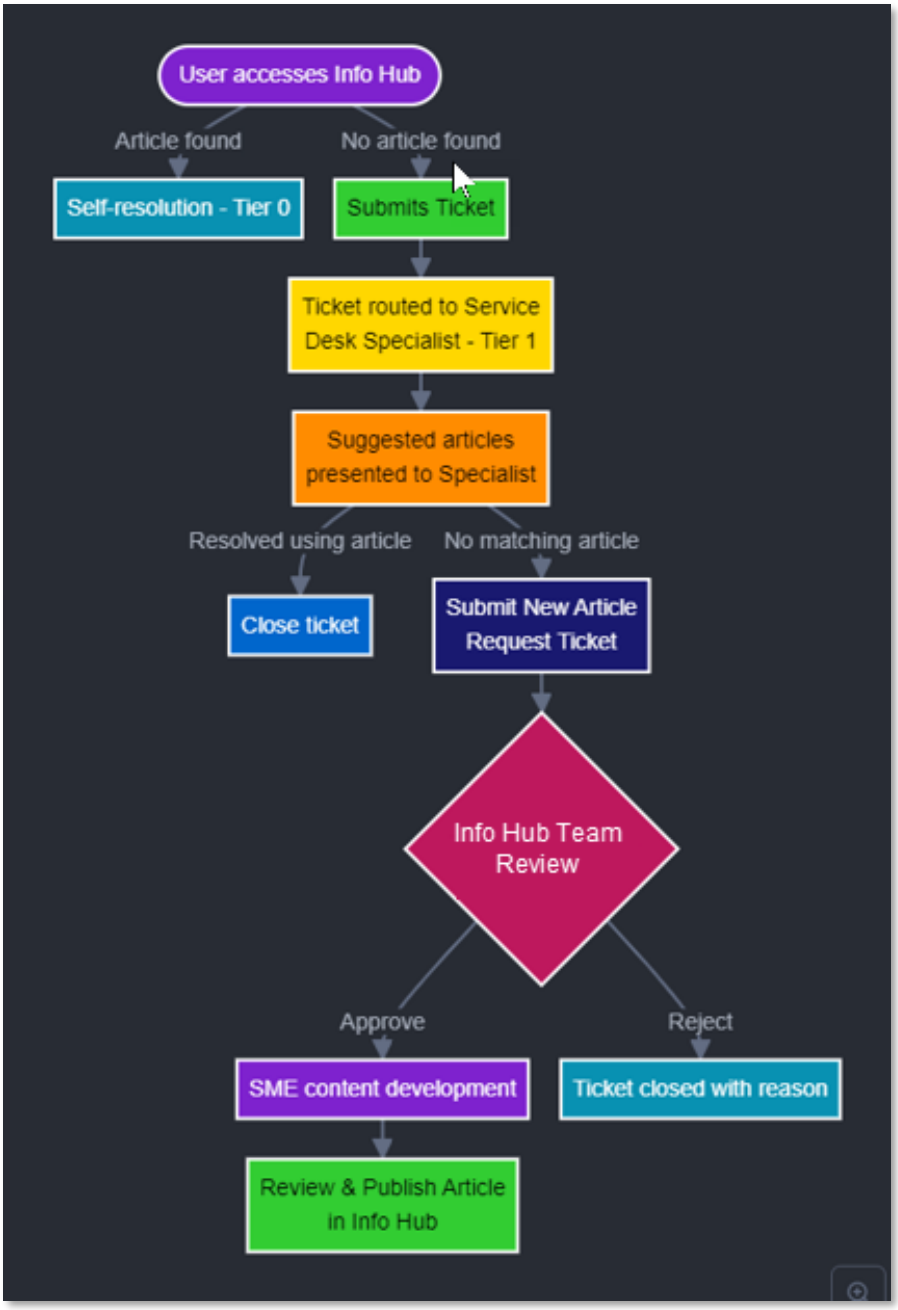

Exhibit 10-27: Info Hub Article Lifecycle Workflow

Exhibit 10-27: Info Hub Article Lifecycle Workflow illustrates the typical pathways a support interaction may take—from self-service resolution to live agent interaction and through the knowledge expansion cycle.

This workflow supports the continuous improvement of *Info Hub* content and ensures that only validated, approved articles are published.

10.6.4 Strategic Value of Info Hub in Service Desk Operations

The Info Hub is more than a content repository; it is an operational tool that:

- Enhances service quality through article standardization.
- Reduces repeat inquiries by educating users.
- Provides performance insights through article usage data.
- Supports training by serving as a knowledge source for onboarding and upskilling.

As the UOC matures, the Info Hub will serve as a key pillar in reducing manual work, accelerating resolutions, and creating operational continuity.

By integrating Info Hub directly into the ticketing and support process, the FX UOC ensures that institutional knowledge is accessible, reusable, and scalable. The result is a smarter Service Desk—one that continuously improves and supports both users and agents through structured, validated knowledge delivery.

While Info Hub enables smarter ticket resolution by providing agents and users with validated knowledge content, effective service delivery also depends on how agents, tasks, and workloads are configured within the FX Service Desk platform. The ability to define agent teams, assign task types, and manage workload thresholds ensures that the UOC can meet service expectations at scale. The following section, 10.7 FX Service Desk Agent Configuration & Workload Management, outlines how these platform tools are used by supervisors to maintain performance, align responsibilities, and support SLA governance.

10.7 FX Service Desk Agent Configuration & Workload Management

The FX UOC Service Desk platform provides tools that allow supervisors and authorized administrative users to configure teams, assign resources, manage task routing, and align service desk operations with workload capacity and SLA constraints. While these functions are platform-driven, they support broader UOC governance objectives by enabling service desk supervisors to maintain performance, meet response targets, and assign staff effectively.

This section summarizes the platform's key features related to agent and task configuration and outlines the oversight responsibilities tied to these operational tools.

10.7.1 Platform Tools and Functional Responsibilities

The FX Service Desk platform includes several administrative tools that allow supervisors to manage agent assignments, team structures, task types, and calendar impacts on workload distribution. These tools are critical for day-to-day configuration and ensure that agent capacity, task routing, and service coverage remain aligned with FX UOC governance standards.

The table below, **Exhibit 10-28: Agent Management Tools and Responsibilities**, outlines the key tools and modules available to Service Desk Supervisors and identifies the corresponding operational functions and accountability roles.:

Tool / Module	Operational Function	Responsible Role
Teams	Assign agents to teams	Service Desk Supervisor
Resources	Add or remove agents; manage user credentials and roles	Service Desk Supervisor
Task Assignments	Assign agents to specific task types	Supervisor
Task Limits	Set the maximum number of open tasks per agent by task type	Supervisor
Task Assignment Config	Enable or disable assignment rules for specific task types	Supervisor

Exhibit 10-28: Agent Management Tools and Responsibilities

As shown in **Exhibit 10-28**, these tools allow Service Desk Supervisors to proactively manage staffing configurations and system behaviors that directly influence ticket routing, SLA adherence, and escalation paths. When used in alignment with established policy, these administrative capabilities enable consistent service performance while supporting auditability and compliance within the FX operational framework.

10.7.2 Holiday Schedule Configuration and SLA Adjustment

Supervisors must configure the Holiday Schedule within the FX Service Desk platform to ensure compliance with service level expectations. This prevents task timers from counting against agents during designated non-working periods.

The FX Service Desk platform allows supervisors to configure a holiday schedule that ensures task timers and SLA tracking are adjusted appropriately during observed non-working days. This function is essential for maintaining accurate performance metrics, avoiding SLA violations during state or federal holidays, and preventing workload miscalculations.

The diagram below, **Exhibit 10-29: Holiday Schedule Configuration and SLA Adjustment**, illustrates the end-to-end process used by supervisors to define holidays, apply them to the system calendar, and ensure task timers are paused accordingly.

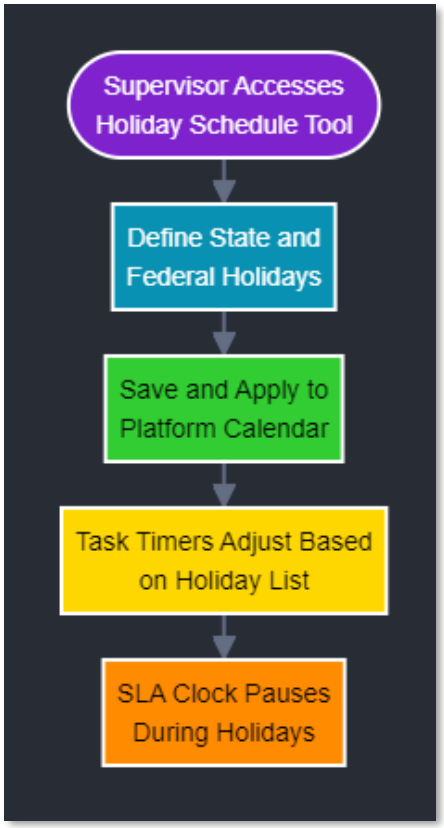

Exhibit 10-29: Holiday Schedule Configuration and SLA Adjustment

As shown in **Exhibit 10-29** above, this workflow enables the Service Desk to maintain accurate task resolution tracking, even during scheduled downtime. By proactively managing the holiday schedule, supervisors can ensure that SLA clocks are paused during non-working periods, allowing FX UOC to remain compliant with performance requirements and maintain trust with users and oversight stakeholders.

10.7.3 Governance and Oversight

All task configuration functions described above must align with the FX UOC's broader governance structure. Supervisors are expected to:

- Monitor agent workloads and reassign tasks as needed.
- Review task limits and adjust thresholds based on staffing or seasonal volume.
- Ensure that holiday schedules are accurate and submitted ahead of state and federal closures.
- Coordinate with vendors for external task routing if applicable.

Agent configuration changes should be logged and traceable for audit purposes. No production-level changes should be made without supervisor-level authorization.

The FX UOC Service Desk can maintain scalable, high-performing operations while adapting to organizational demands by configuring task assignments, team structures, and SLA-aware workload parameters. These tools support both real-time responsiveness and long-term planning within the FX governance model.

SECTION 11 DATA MANAGEMENT, SECURITY, AND PRIVACY

11.1 Archiving Requirements and Strategy

The UOC Vendor will develop and maintain an archiving process that follows the contract requirements, as well as all State of Florida Laws and Policies. All data that is in scope for the contract will be archived and stored in a secure manner and will be made accessible by the request of the Agency within twenty-four (24) hours from that request.

For all SaaS vendors that are part of the UOC solution, their archival solution will utilize the archival platform that is consistent with their application; however, all UOC Solution providers will meet the associated requirements.

Archiving records does not begin until after 10 years.

11.2 Tasks and Responsibilities

The UOC Vendor is responsible for data management, security, and privacy regarding all modules that comprise the UOC Solution. These responsibilities will be managed by the UOC Vendor in coordination with the specific module vendors. These tasks and responsibilities include but are not limited to, the monitoring of access to all systems and data in scope for the UOC Solution while also engaging with the IS/IP vendor on audit log correlation as needed.

11.3 Data Security Procedures

The UOC Vendor Data Security Procedures will be documented in the UOC Information System Policies and Procedures (PPs) that will be maintained on the UOC SharePoint site. These P&Ps follow and adhere to the NIST Cybersecurity Framework (CSF) and 800-53 best practices for securing systems and data. These Procedures will be followed by all those who are responsible for managing the security of the UOC Solution.

11.4 Data Privacy Procedures

The UOC Vendor follows the Health Insurance Portability and Accountability Act (HIPAA) framework and the CMS Minimum Acceptable Risk Standards (MARS-E) 2.2 Privacy Controls for protecting any privileged data in the scope of the contract. Privacy controls will be addressed in the UOC Privacy Policy and Procedures, which follow the aforementioned frameworks.

Exhibit 11-1: User Stories Related to Data Management, Security, and Privacy represents the Contract IDs, User Story ID, and the User Story Title that are used throughout this document for the features mentioned.

CONTRACT ID	USER STORY ID	USER STORY TITLE
CMS-018	UOC-436	Protecting ePHI from unauthorized or improper modification or destruction
CMS-019	UOC-437	Complying with HIPAA Administrative Simplification provisions
CMS-020	UOC-438	Supporting data integrity through the SDLC Process
CMS-021	UOC-439	Supporting user profiles that control access by data types and functionality
CMS-022	UOC-440	Permitting supervisor's privileges to set/modify user access.
CMS-023	UOC-441	Providing procedures for accessing ePHI.
OM-012	UOC-767	Dynamics 365 will be hosted on Microsoft Azure, which has achieved FedRAMP's high impact level and adheres to federal, state, and agency laws and policies.

Exhibit 11-1: User Stories Related to Data Management, Security, and Privacy

The following section introduces the *FX UOC Operational Support and Escalation Model*, which outlines how user-reported issues are triaged, escalated, and resolved through defined support layers and service desk procedures.

11.5 OPERATIONAL SUPPORT AND ESCALATION MODEL

11.5.1 INTRODUCTION

This section defines the *Operational Support and Escalation Model*, which governs how incidents, service requests, and technical issues are managed and resolved within the organization. This model ensures efficient handling of issues through a structured, tiered support system designed to streamline problem resolution and maintain service continuity.

11.5.2 OVERVIEW OF THE TIERED SUPPORT MODEL

The tiered support model was strategically designed to enhance operational efficiency and ensure timely issue resolution. By categorizing support into structured levels, the organization can allocate resources effectively, reduce downtime, and streamline the escalation process. This approach ensures that routine issues are handled quickly at lower tiers while more complex problems receive specialized attention at higher levels, ultimately improving service quality and user satisfaction.

The support structure is divided into four distinct tiers, each with specific responsibilities and escalation procedures:

- **Tier 0**: Self-service support provides end-users with self-help resources such as FAQs, knowledge bases, instructional videos, and automated tools to resolve basic issues without engaging support staff.
- **Tier 1**: General support (Service Desk) is the first point of contact for users needing assistance. Tier 1 handles basic troubleshooting, ticket creation, and general inquiries.
- **Tier 2**: Specialized technical support comprises technical specialists who address complex issues escalated from Tier 1. This includes in-depth troubleshooting and issue resolution for system-specific problems.
- **Tier 3**: Expert and Vendor support involves subject matter experts and third-party vendors for issues requiring advanced technical knowledge, system design insights, or vendor intervention.

11.5.3 Roles and Responsibilities

11.5.3.1 Tier 0 – Self-Service Support

- Access to FAQs, user manuals, and automated troubleshooting tools.
- Reduction of basic support requests by empowering users to resolve simple issues independently.

11.5.3.2 Tier 1 – General Support

- Provide immediate support for common issues.
- Gather and document information related to incidents.
- Escalate unresolved or complex issues to Tier 2.

11.5.3.3 Tier 2 – Specialized Technical Support

- Perform detailed analysis and troubleshooting of escalated issues.
- Resolve incidents related to system configurations, network issues, and application errors.
- Escalate critical system failures or unresolved issues to Tier 3.

11.5.3.4 Tier 3 – Expert and Vendor Support

- Handle high-impact incidents affecting critical systems.
- Collaborate with system architects, senior engineers, and third-party vendors.
- Implement long-term solutions and improvements.
- Address security breaches requiring immediate containment and forensic analysis.
- Resolve system-wide outages impacting multiple departments or critical business functions.

- Manage escalations involving third-party services or vendor-managed applications where contractual agreements are in place.
- Handle high-impact incidents affecting critical systems.
- Collaborate with system architects, senior engineers, and third-party vendors.
- Implement long-term solutions and improvements.

11.5.4 Escalation Process

11.5.4.1 Escalation Criteria

- **Severity and Impact**: Issues are escalated based on the impact on business operations.
- **Resolution Timeframes**: If issues are unresolved within established SLAs, they are escalated.
- **Resource Limitations**: If Tier 1 or Tier 2 lacks the necessary resources or expertise.

11.5.4.2 Escalation Workflow

- **Tier 0**: User attempts self-resolution through self-service tools.
- **Tier 1**: User contacts Service Desk; issue logged, and basic troubleshooting begins.
- **Tier 2**: Complex or unresolved issues are escalated for specialized support.
- **Tier 3**: Critical issues escalate to experts or external vendors for resolution.

Exhibit 11-2: Tiered Incident Escalation Workflow illustrates the Tiered Incident Escalation Workflow. This visual representation outlines the structured process for escalating support issues through various tiers, from self-service support to expert and vendor support. It ensures that incidents are efficiently managed and resolved based on their complexity and impact on business operations.

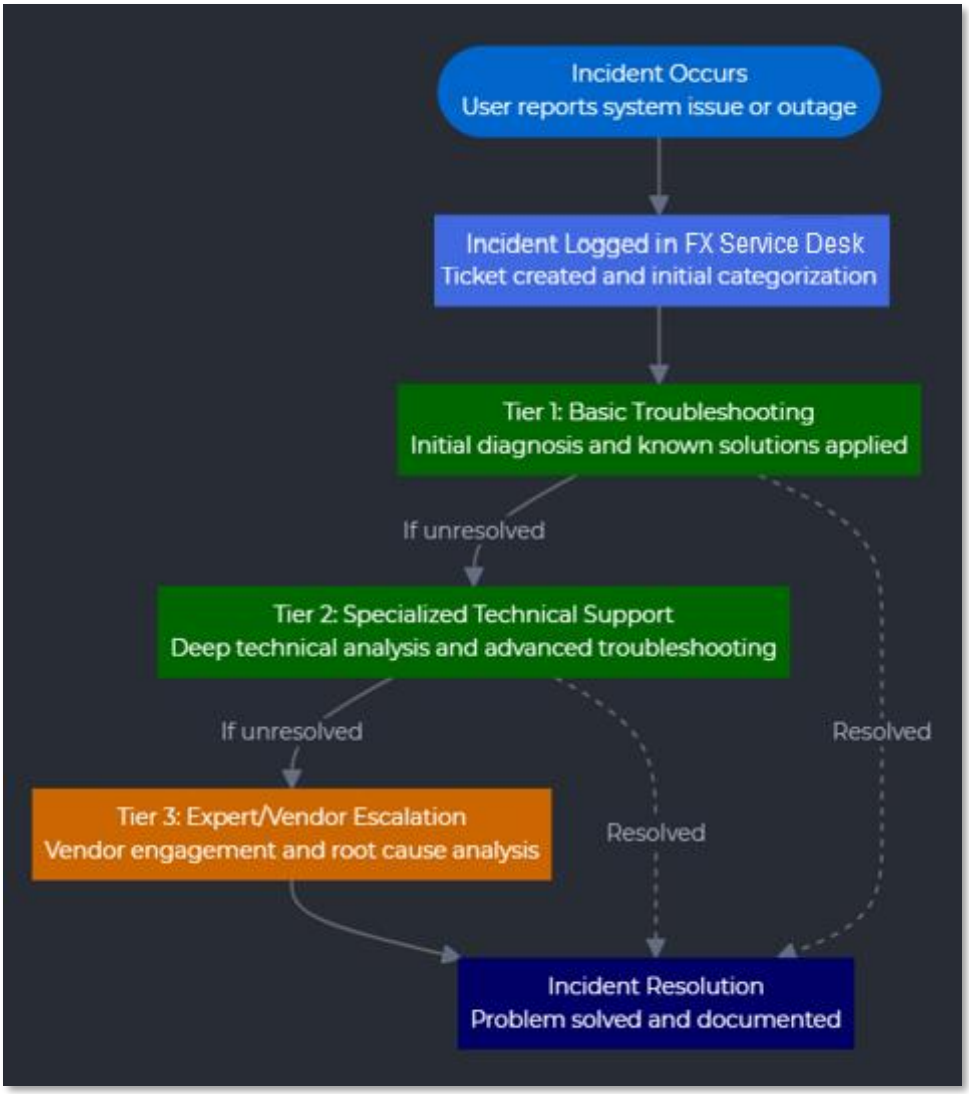

Exhibit 11-2: Tiered Incident Escalation Workflow

11.5.5 Incident Lifecycle Management

The Incident Lifecycle Management framework ensures a structured approach to managing incidents from detection to resolution. This lifecycle emphasizes timely escalation, resolution, and continuous improvement through knowledge sharing and preventative actions.

Exhibit 11-3: Incident Lifecycle below illustrates how incidents progress through various tiers of support, with decision points for escalation based on the impact and severity of the issue. It also highlights the critical feedback that loops into the knowledge base for continuous service improvement.

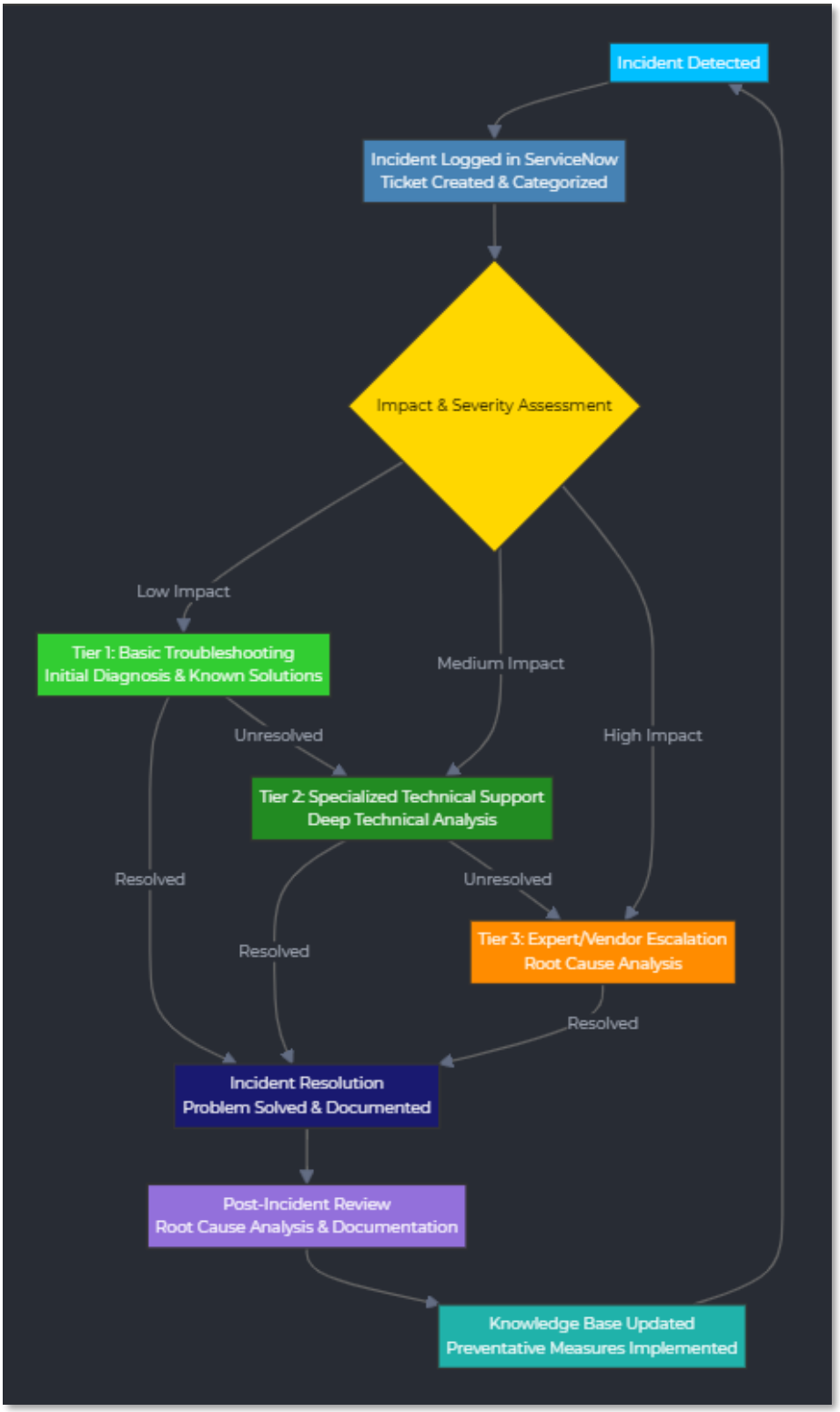

Exhibit 11-3: Incident Lifecycle

11.5.6 Communication and Documentation

- **Incident Tracking**: All incidents are logged in the *Service Management System* (e.g., Service Desk).
- **Status Updates**: Users receive timely updates as their issues progress through support tiers.
- **Knowledge Sharing**: Resolved issues are documented to improve *Tier 0* resources.

11.5.7 Integration with ITIL Best Practices

- **Incident Management**: Efficient identification, logging, and resolution of incidents.
- **Problem Management**: Root cause analysis for recurring issues.
- **Change Management**: Structured process for implementing changes without disruption.

11.5.8 Continuous Improvement

- Regular reviews of support processes to identify areas for improvement.
- Feedback loops between tiers to refine troubleshooting steps and documentation.
- Periodic training for support teams to stay current with system changes.

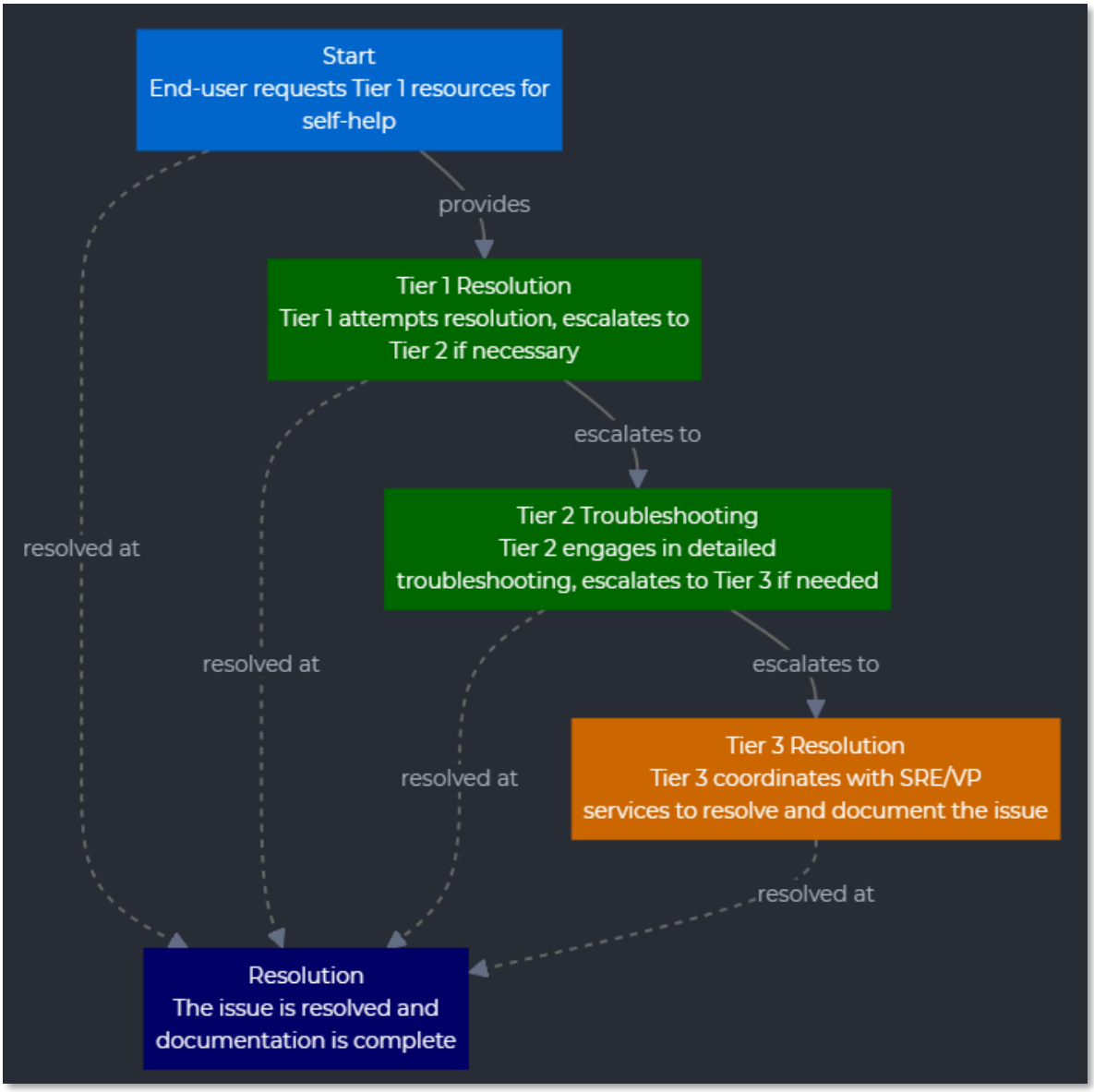

Exhibit 11-4: Tiered Incident Resolution and Escalation Process

Step 1: End-user consults *Tier 0* resources

Step 2: If unresolved, submit a ticket to *Tier 1* (Help Desk)

Step 3: Tier 1 attempts resolution; escalates to *Tier 2* if necessary

Step 4: Tier 2 engages in detailed troubleshooting; escalates to Tier 3 for critical/system-wide issues.

Step 5: Tier 3 coordinates with SMEs or vendors to resolve and document the issue.

Step 6: Resolution is communicated to the user, and documentation is updated for future reference.

11.5.8.1 SUMMARY

The **Exhibit 11-4: Tiered Incident Resolution and Escalation Process** above illustrates a tiered support system consisting of three levels: Tier 0 (Self-Help Resources), Tier 1 (Service Desk Support), and Tier 2 (Technical Support). This structured approach illustrates the flow of customer inquiries through the support levels, indicating that issues are resolved at each tier before escalating to the next. The diagram emphasizes the importance of self-service options first, allowing users to resolve their issues independently, followed by professional assistance for more complex problems.

Highlights:

- **Self-Help Resources**: *Tier 0* encourages users to utilize self-help tools, promoting independence and quick resolutions.
- **Help Desk Support**: *Tier 1* serves as the first point of contact for customers needing assistance beyond self-help.
- **Technical Support**: *Tier 2* addresses more complex issues requiring specialized technical knowledge and access.
- **Resolved Pathways**: Each tier has a pathway indicating that issues can be resolved before they escalate.
- **Customer Empowerment**: The model empowers customers to solve problems on their own, reducing the burden on support staff.
- **Efficiency in Service**: The tiered approach maximizes efficiency, allowing for a streamlined process of issue resolution.

11.5.8.2 KEY INSIGHTS:

Enhanced Customer Experience: The tiered support model not only improves response times but also enhances the overall customer experience. By providing self-help resources in Tier 0, customers can quickly find answers to common questions without needing to contact support. This not only saves time for the customer but also reduces the workload of the support team.

11.5.8.3 CONCLUSION

The *Operational Support and Escalation Model* ensures that issues are resolved efficiently through a structured, tiered approach. By clearly defining roles, responsibilities, and escalation procedures, the organization can maintain high service quality and operational continuity.

SECTION 12 SERVICE LEVEL AGREEMENTS (SLAS) REPORTING

This section provides details on the applicable Service Level Metrics (SLMs) associated with the FX Enterprise Foundation Release. The SLMs presented in **Exhibit 12-1: Overview of Relevant SLAs for FX Enterprise Foundation Release**

are a subset of the defined scope of SLMs found in ***UOC Contract EXD106 Exhibit B-1 Operations and Maintenance Service Level Metrics,*** where additional SLM supporting details can be found here:

FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-08b System Design Document

FX-UOCI-PD-8b-Appendix-BI-JAD-Session-Customer-Contact-Analysis-Reporting-and-Compliance-Matrix.xlsx

Additional SLMs associated with Training can be found in *PD-13e: Training Delivery* DED.

FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-13e Training Delivery

12.1 OVERVIEW OF RELEVANT SLAS

Exhibit B-1 Operations and Maintenance Service Level Metrics of the UOC Contract EXD106 lists the Service Level Metrics that the UOC Vendor is to adhere to. An overview of the SLMs relevant to the FX Enterprise Foundation Release is reflected in **Exhibit 12-1: Overview of Relevant SLAs for FX Enterprise Foundation Release**

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SLM NUMBER	SLM DESCRIPTION	UOC VENDOR DATA SOURCE
SLM-B033	The UOC Vendor shall develop and deliver 100% of the required training materials within the required timeframes in coordination with the Agency.	Project Schedule
SLM-B034	The UOC Vendor shall track 100% of training registrants and participants in the LMS immediately upon registration.	LMS Reporting
SLM-B036	The UOC Vendor shall track and correct errors discovered in published materials and maintain a 98.5% accuracy rate with respect to UOC Vendor-generated errors.	Operations Reports
SLM-T001	The Solution provided by the UOC Vendor shall be available ninety-nine percent (99%) of the time for every component of the solution, twenty-four (24) hours a day, seven (7) days a week, excluding Agency-approved planned downtime.	Application Monitoring Software
SLM-T004	The UOC Vendor shall provide a solution capable of Recovery Time of fifteen (15) minutes or less for each Recovery executed.	Test Execution

SLM Number	SLM Description	UOC Vendor Data Source
SLM-T005	The UOC Vendor shall provide a solution capable of a Recovery Point of fifteen (15) minutes or less for each Recovery executed.	Test Execution
SLM-T006	The UOC Vendor's Solution shall accommodate an average user interface response time of two seconds or less per discrete transaction unless the response time exceeds two seconds due to circumstances beyond the control of the UOC Vendor. The transactions measured will be those that are local to the UOC Vendor's solution.	Performance Monitoring Logs
SLM-T007	UOC Vendor shall notify the Agency within the time period described in the Business Associates Agreement following the identification of any potential or actual Security Incident, including any physical or system breach, any attack, or the introduction of any disabling device related to the System. UOC Vendor shall provide a written report and assessment to the Agency within 24 hours following the identification of any Security Incident, detailing all actions taken concerning the incident, including the type of incident, the current status, and any potential impact(s). UOC Vendor shall take corrective action to mitigate the potential or actual major or minor Security Incident within two (2) hours following the identification of each potential or actual Security Incident.	Security Incident Report
SLM-T008	The UOC Vendor shall perform patching and corrections to mitigate security vulnerabilities according to the vulnerability priority: Urgent within twenty-four (24) hours, Critical priority within seven (7) calendar days, High priority within thirty (30) calendar days, Medium priority within ninety (90) calendar days, Low priority within one hundred eighty (180) calendar days. The Agency will determine the level of priority in consultation with the UOC Vendor.	Security Vulnerability Scans

Exhibit 12-1: Overview of Relevant SLAs for FX Enterprise Foundation Release

12.2 SLA Monitoring and Compliance

SLM Number	SLM Measurement	UOC Vendor Data Source
SLM-B033	Development and delivery = development and delivery tasks completed compared to the scheduled timeframe	Project Schedule
SLM-B034	LMS tracking = number of training registrants entered into the LMS within one (1) business day, divided by the number of registrants	LMS Reporting
SLM-B036	Errors in published materials = the number of published materials containing an error divided by the total number of published materials	Operations Reports
SLM-T001	2 consecutive 5-minute pings based on hours in a day * minutes in an hour * seconds in a minute (432 seconds is 0.5% of the above calculation)	Application monitoring software
SLM-T004	Time recovery completed minus time recovery initiated greater than fifteen (15) minutes.	Test Execution

SLM Number	SLM Measurement	UOC Vendor Data Source
SLM-T005	Time recovery was initiated minus the time stamp on the most recent recovery point, which was greater than fifteen (15) minutes.	Test Execution
SLM-T006	▪ The total time of all UI transactions executed is divided by the total sum of transaction execution times. ▪ Synthetic transactions will be generated and submitted, representing the critical business functions as determined by the Agency.	Performance monitoring logs
SLM-T007	Time of report received minus time of incident, not to exceed 2 (two) hours.	Security Incident Report
SLM-T008	Time vulnerability corrected minus Time vulnerability identified	Security vulnerability scans

Exhibit 12-2: UOC Vendor Contract SLM Measurement

The UOC Vendor will leverage the defined reporting sources and additional reporting sources as needed in the monitoring of each SLM to ensure compliance.

Exhibit 12-2: UOC Vendor Contract SLM Measurement

lists the measurement formula used to establish service compliance.

12.3 Reporting Mechanisms and Frequency

The UOC Vendor will leverage application native reporting capabilities and external reporting services as its reporting mechanisms to ensure compliance with each SLM.

Exhibit 12-3: SLM Reporting Mechanism and Frequency lists the reporting frequency for each of the report types.

SLM Number	Data Source	Measurement Frequency	Reporting Frequency	Report Name
SLM-B033	Project Schedule	Monthly	Monthly	LMS Report
SLM-B034	LMS Reporting	Monthly	Monthly	LMS Report
SLM-B036	Operations Reports	Monthly	Monthly	Mailing Report
SLM-T001	Application Monitoring Software	5 minutes	Daily	IT Report
SLM-T004	Test Execution	Yearly	Yearly	DR Report
SLM-T005	Test Execution	Yearly	Yearly	DR Report

SLM Number	Data Source	Measurement Frequency	Reporting Frequency	Report Name
SLM-T006	Performance Monitoring Logs	15 minutes	Monthly	IT Report
SLM-T007	Security Incident Report	Per Occurrence	Per Occurrence	Security Report
SLM-T008	Security Vulnerability Scans	Quarterly	Quarterly	Security Report

Exhibit 12-3: SLM Reporting Mechanism and Frequency

Exhibit 12-4: User Stories Related to SLA Reporting represents the Contract IDs, User Story ID, and the User Story Title that are used throughout this document for the features mentioned.

Contract ID	User Story ID	User Story Title
	No Contract IDs Available for Release A – FX Enterprise Foundation Release	

Exhibit 12-4: User Stories Related to SLA Reporting

The ability to monitor, report, and maintain operational continuity is essential to the success of the FX UOC. While Service Level Agreement (SLA) reporting captures the ongoing performance of FX systems and services, broader contingency and continuity planning ensures the UOC can effectively respond to disruptions, maintain critical operations, and support recovery efforts. The following subsection outlines the FX UOC's approach to planning for and managing such events.

12.4 FX UOC Incident Response Overview

This section summarizes the FX Incident Response Plan (IRP), which outlines the procedures, roles, and tools used to detect, report, respond to, and recover from security incidents affecting the FX Unified Operations Center (UOC). The IRP provides a structured framework for managing incidents in alignment with Agency policies, cybersecurity requirements, and the FX System Security Plan (PD-4b).

NOTE: The full FX Incident Response Plan is maintained under FX Artifact Management Standards and is referenced in 0 b- Appendix- M-Ticket-Type-InfoHub-Matrix

Appendix N-ServiceDesk Operational Articles

FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual

FX-UOCI-PD-14b-Appendix-N-Service-Desk-Operational-Articles

. This summary reflects the current IRP for the FX Service Desk Release.

12.5 Purpose and Scope

The FX Incident Response Plan defines the actions required to identify, report, contain, and resolve security incidents that may affect FX systems, data, or operations. It ensures that all incidents are handled consistently and that escalation, communication, and resolution follow a predefined, coordinated approach.

The IRP applies to:

- All FX UOC personnel
- Vendors and contractors with access to FX systems
- Security incidents involving protected or sensitive data
- Events that may impact service availability or integrity

12.6 Roles and Responsibilities

Effective incident response depends on well-defined roles and coordination across FX UOC, vendor partners, and the Agency. The FX Incident Response Plan (IRP) assigns responsibilities to specific individuals and teams to ensure that incidents are managed promptly and in alignment with Agency security requirements.

The following table, **Exhibit 12-5: FX Incident Response Roles and Responsibilities**, summarizes the core responsibilities assigned to each key participant in the incident response process.

Role	Responsibilities
AHCA CSIRT	Primary decision-maker for incident response and reporting. Must be notified immediately.
Information Security Manager (ISM)	Assess the incident scope and advise on classification and escalation.
Security Monitoring Team	Performs continuous monitoring and assists with detection and initial response actions in coordination with the ISM.
Incident Response Lead	Coordinates tasks, communication, and recovery steps across involved teams.
System Administrators	Assist with containment, investigation, and recovery.
Privacy Officer	Engaged in any event involving PII/PHI exposure. Supports breach notification.

Exhibit 12-5: FX Incident Response Roles and Responsibilities

The table above, **Exhibit 12-5** defines the core functions of each stakeholder involved in managing security events.

12.7 Incident Response Framework

The IRP follows a six-phase model for managing cybersecurity incidents:

- **Preparation** – Documented tools, processes, and training in place before an incident occurs.
- **Detection & Analysis** – Monitoring tools and reports used to identify anomalies or security events.
- **Containment** – Actions taken to isolate affected systems and prevent spread.
- **Eradication** – Removal of malicious components or threat actors.
- **Recovery** – Restoration of services, data integrity checks, and return to operations.
- **Lessons Learned** – Post-incident review and documentation, including a Root Cause Analysis (RCA).

A formal *Root Cause Analysis* (RCA) is required for all security incidents and must be provided to the AHCA CSIRT as part of the incident documentation and closure process.

The following diagram, **Exhibit 12-6: Incident Response Workflow Release Management**, illustrates the sequence of activities that FX follows during the lifecycle of a security event, from preparation through post-incident review44

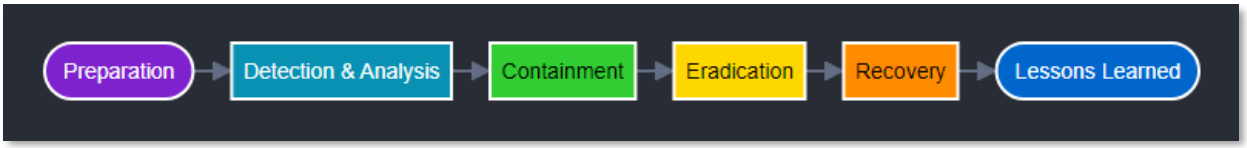

Exhibit 12-6: Incident Response Workflow Release Management

SECTION 13 RELEASE MANAGEMENT

Release Management within the FX UOC ensures that new features, updates, and system changes are planned, tested, communicated, and deployed in a controlled and secure manner. This section outlines the comprehensive strategy used by the FX UOC to manage Dynamics 365 (D365) application releases, including major upgrades, minor enhancements, patches, and emergency fixes.

This approach minimizes operational disruptions, promotes user adoption, and ensures alignment with Agency priorities and system stability requirements. Details specific to platform release governance are provided in **9.2 Release Management Plan**, which should be referenced alongside this section for policy-level guidance and standards.

13.1 Release Management Objectives

- Define clear business objectives and success metrics for each release
- Identify impacted departments and stakeholder groups
- Minimize operational risk through structured planning and testing
- Maximize adoption through targeted training and change management
- Ensure scalability and performance in production environments
- Align release cycles with compliance and regulatory obligations

13.2 Release Categories and Frequency

FX UOC recognizes four release types, each with distinct timelines, scopes, and management protocols:

Exhibit 13-7: FX UOC Release Types and Frequency

outlines the four primary categories of software releases used within the FX environment, along with their purpose, cadence, and operational considerations.

Release Type	Purpose	Frequency	Notes
Major Release	Introduces significant new functionality or upgrades	Semi-annually	Requires full lifecycle planning
Minor Release	Includes small enhancements or fixes	Monthly or quarterly	May include Info Hub or UI updates
Patch Release	Addresses specific defects or performance issues	As needed	Includes hotfixes and urgent updates

Release Type	Purpose	Frequency	Notes
Emergency Release	Critical issues requiring immediate resolution	Unscheduled	Requires rollback plan and validation

Exhibit 13-7: FX UOC Release Types and Frequency

The table above, **Exhibit 13-7**, serves as the foundation for aligning release cadence with business priorities, risk levels, and deployment planning outlined in subsequent sections.

13.3 Release Planning and Timeline

Planning includes defining scope, identifying impacted systems, establishing timelines, and aligning resources. The diagram below**, Exhibit 13-8: Release Planning Lifecycle** Illustrates this structured flow.

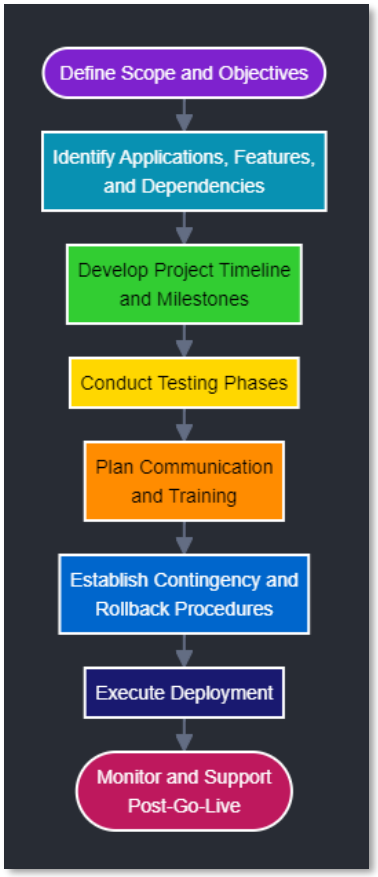

Exhibit 13-8: Release Planning Lifecycle

The diagram above, **Exhibit 13-8** emphasizes the structured, iterative process required to ensure safe and successful releases.

13.4 Testing Strategy

Robust testing protocols ensure that each release is validated for both functionality and performance:

- Unit Testing – Isolates and tests individual customizations or logic components
- Integration Testing – Verifies interoperability across D365, Genesys, ISIP, and related APIs
- System Testing – Validates the end-to-end business workflows
- User Acceptance Testing (UAT) – Ensures functionality aligns with stakeholder expectations
- Performance and Load Testing – Assesses behavior under user load
- Security Testing – Static scan of code to check for any potential security issues
- Regression Testing – Ensures new features do not disrupt legacy functionality

Dedicated environments (DEV, SIT, UAT, HOTFIX, DR) mirror production configurations and support full-scale scenario testing. Each environment serves a specific purpose in the release lifecycle:

- DEV: Initial development and unit testing
- SIT: System Integration Testing across components
- UAT: User Acceptance Testing with stakeholder involvement and End User Training
- HOTFIX: Isolated environment for emergency fixes
- DR: Disaster Recovery validation.

13.5 Deployment Strategy

The deployment approach is tailored to each release type based on risk level and system complexity.

The table below, **Exhibit 13-9: FX UOC Deployment Approaches**, outlines the key system deployment strategies available to the FX UOC, including when each method is appropriate based on rollout complexity, risk tolerance, and support availability.

Deployment Approach	Description
Big Bang	Full deployment to all users simultaneously. Suitable for low-risk updates.
Phased Rollout	Gradual deployment by module, team, or region. Ideal for new features.
Pilot Program	Limited release to a representative user group. Used to gather pre-rollout feedback.

Parallel Run	Legacy and new systems operate concurrently. Used for high-risk or critical transitions.

Exhibit 13-9: FX UOC Deployment Approaches

The table above, **Exhibit 13-9**, helps guide deployment strategy selection by balancing business urgency, user impact, and the need for operational safeguards.

All deployments follow a defined Go/No-Go process, with pre-deployment validations, access provisioning, and backup confirmation.

13.6 Post-Deployment Monitoring and Support

Post-deployment efforts focus on user satisfaction, performance tracking, and issue resolution:

- Monitor KPIs, adoption metrics, and system logs
- Use Service Health Dashboard and Azure Insights for outage or latency detection
- Route issues through the Help Desk, with defined SLAs for response and resolution
- Capture user feedback via Info Hub, surveys, and direct outreach
- Establish iterative updates and enhance roadmaps

13.7 Change Management and Communication

User adoption is enabled through proactive change management and stakeholder engagement:

- Communicate objectives, timelines, and benefits of upcoming releases
- Assign executive sponsors and super users for credibility and peer support
- Provide Info Hub updates, FAQs, and targeted guidance documents
- Conduct live webinars, hands-on sessions, and recorded training
- Maintain a support playbook for the Help Desk and UOC staff

Successful releases depend on active stakeholder involvement throughout the process:

- Engage stakeholders in requirements gathering and prioritization
- Include representative users in UAT activities
- Solicit feedback on training materials and support resources
- Address potential resistance through targeted communications and demonstrations of business value

13.8 Risk Management and Contingency Planning

To minimize disruption:

- Identify and assess risks related to technical debt, migration, or user impact
- Maintain rollback procedures and environment snapshots for recovery
- Escalate using the tiered support outlined in Section 20: Incident Response
- Integrate Jira-based change request workflows for accountability and tracking

13.9 Go-Live Checklists

Before any release is approved for deployment, the following checklist must be confirmed:

- Final system and environment validation complete
- Data migration successful
- Access and security roles provisioned
- User acceptance testing approved
- Backup and rollback points established
- Go/No-Go decision formally documented
- Required training and workforce readiness activities completed
- Communication to impacted stakeholders completed
- Performance and security testing completed (may occur post-UAT depending on release scope)
- Disaster Recovery (DR) readiness confirmed

The FX Program maintains a formal release management process that includes a comprehensive readiness checklist used to track and validate release preparedness across all participating vendors. This checklist ensures that critical release activities—such as training, security, testing, stakeholder communication, and operational readiness—are completed prior to go-live. For the Service Desk Full Release, the applicable readiness checklist is available under:

MI > Project Artifact Documents > 02-Planning > Change Events > FX Service Desk Release > Full Release > FX-Service-Desk-Full-Release-Readiness-Checklist-001.xlsb

This section has outlined the FX UOC's comprehensive approach to Release Management. We established a framework that ensures each system update, enhancement, or fix is delivered securely, efficiently, and with minimal disruption to operations. From defining release categories and planning lifecycles, to selecting deployment strategies, managing risk, and supporting user adoption, the FX UOC's methodology emphasizes control, collaboration, and continuity at every stage.

By following structured planning, rigorous testing, proactive communication, and ongoing post-release support, the UOC reduces operational risk while maximizing system performance and stakeholder satisfaction. These principles serve not only to deliver individual releases successfully but also to establish a repeatable, scalable model for managing change across the FX ecosystem.

Together, the strategies in this section reinforce the UOC's role as a reliable, forward-looking service organization capable of delivering continuous innovation while maintaining compliance, stability, and user trust.

SECTION 14 BUSINESS SERVICES TRANSITION

The FX Enterprise Foundation Release will have two business services coming online to production, and they are the Info Hub and Learn Hub. Both of these services do not have a service transition component associated with this release. However, Learn Hub will have a business service transition scope for the FX Technology and Recipient Release. The scope of user interaction with Info Hub and Learn Hub for the FX Enterprise Foundation Release is AHCA and FX Vendors EDW and IS/IP.

The UOC Vendor will release all planned functionalities for Info Hub and Learn Hub to the user community.

The FX Enterprise Foundation Release has no business services that require Agency staff transitions.

The UOC Vendor has validated with the Agency, by way of FX Project Standards, that the business services of Info Hub and Learn Hub are based on FX UOC Contract requirements.

The UOC vendor has developed reporting services that demonstrate business service performance to contract SLMs.

The UOC vendor has business service monitoring ready to go live and is prepared to address operational deficiencies that should arise.

Exhibit 14-1: User Stories Related to Business Services Transition represents the Contract IDs, User Story ID, and the User Story Title that are used throughout this document for the features mentioned.

CONTRACT ID	USER STORY ID	USER STORY TITLE
BST-001	UOC-622	Business Services Transition Requirement
BST-002	UOC-640	Transition Schedule
BST-003	UOC-652	Manage the Transition
BST-005	UOC-3	Validate Business Services
BST-007	UOC-28	Tracking and Reporting
BST-010	UOC-57	Monitor and Correct Operational Deficiencies

Exhibit 14-1: User Stories Related to Business Services Transition

SECTION 15 CUSTOMER CORRESPONDENCE AND COMMUNICATIONS

For the FX Service Desk Release, the UOC Solution provides all the languages in Info Hub and Learn Hub. The remaining contract requirements reflected in **Exhibit 15-1: User Stories Related to Customer Correspondence**

will apply in future releases.

Customer Correspondence

15.1 CUSTOMER CORRESPONDENCE

Not applicable.

15.2 ELECTRONIC COMMUNICATIONS

Exhibit 15-1: User Stories Related to Customer Correspondence

represents the Contract IDs, User Story ID, and the User Story Title that are used throughout this document for the features mentioned.

CONTRACT ID	USER STORY ID	USER STORY TITLE
CCR-004	Contract ID Not Applicable to Release A – FX Enterprise Foundation Release	
CR-011	UOC-016	Providing access to all services in the required languages.
CSS-002	Contract ID Not Applicable to Release A – FX Enterprise Foundation Release	
CSS-004	Contract ID Not Applicable to Release A – FX Enterprise Foundation Release	
ELG-001	Contract ID Not Applicable to Release A – FX Enterprise Foundation Release	
ELG-002	Contract ID Not Applicable to Release A – FX Enterprise Foundation Release	
ELG-003	Contract ID Not Applicable to Release A – FX Enterprise Foundation Release	
ELG-004	Contract ID Not Applicable to Release A – FX Enterprise Foundation Release	
ELG-005	Contract ID Not Applicable to Release A – FX Enterprise Foundation Release	

CONTRACT ID	USER STORY ID	USER STORY TITLE
ELG-006	Contract ID Not Applicable to Release A – FX Enterprise Foundation Release	
ELG-007	Contract ID Not Applicable to Release A – FX Enterprise Foundation Release	
ELG-008	Contract ID Not Applicable to Release A – FX Enterprise Foundation Release	
ELG-009	Contract ID Not Applicable to Release A – FX Enterprise Foundation Release	
MAI-010	Contract ID Not Applicable to Release A – FX Enterprise Foundation Release	

Exhibit 15-1: User Stories Related to Customer Correspondence

15.3 COMMUNICATIONS MANAGEMENT

FX UOC Communications Management outlines the standards, workflows, and oversight applied to both internal and external communications for the FX Unified Operations Center (UOC). This includes stakeholder outreach, platform messaging, and the lifecycle management of FX Announcements. This section focuses on current-state capabilities implemented for the FX Service Desk Release.

15.4 COMMUNICATION GOVERNANCE

All communications originating from the FX UOC are governed by established Agency branding and content approval standards. This ensures consistency, professionalism, and adherence to the FX Program's communication protocols.

Messages are classified and approved based on priority, scope, and channel, with routing paths defined for content owners and approvers.

The diagram below, **Exhibit 15-2: Communications Governance WorkflowError! Reference source not found.**, presents the end-to-end process for preparing, reviewing, and distributing FX UOC communications. It highlights the drafting stage, channel selection, branding alignment, and approval checkpoints, culminating in final distribution based on audience and communication type.

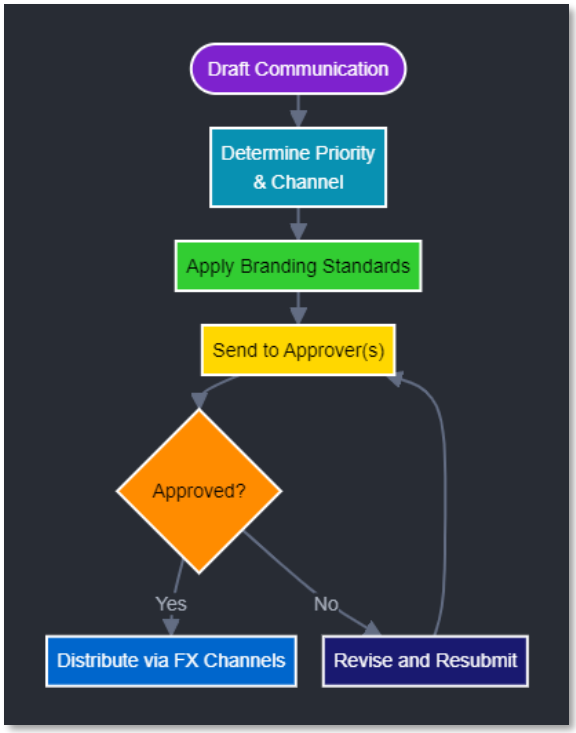

Exhibit 15-2: Communications Governance Workflow

The diagram above, Error! Reference source not found., reinforces the structured governance model that underpins FX UOC messaging. This visual ensures traceability, clarity of roles, and conformance with Agency communication standards.

This process ensures content accuracy, aligns with Agency standards, and maintains a consistent voice across all FX UOC communications.

15.5 COMMUNICATION CHANNELS

The FX UOC uses a multichannel approach to distribute messages to its stakeholders. These include email campaigns, knowledge base postings, platform alerts, and internal coordination with Change Champions. All communications are framed within the scope of the FX Service Desk Release.

The table below, **Exhibit 15-3: FX Communication Channels and Vehicles**

, outlines the primary communication vehicles used by the FX UOC, including their distribution cadence and intended audience impact. Each channel is selected based on message type, urgency, and delivery objectives.

VEHICLE	FREQUENCY	DESCRIPTION
Flyers	As needed	Physical or digital one-pagers for quick reference
Emails	Scheduled	Broadcast campaigns (e.g., go-live, training notifications)
FAQs	As needed	Published responses to anticipated stakeholder questions
Posters	As needed	Visual messages for common areas (onsite teams)
Palm Cards	As needed	Pocket-sized reference for agents and support staff
Release Notes	Before go-live	Posted to Info Hub for system updates
Training Materials	Scheduled	Published in Learn Hub as self-guided or instructor-led

Exhibit 15-3: FX Communication Channels and Vehicles

The table above, **Exhibit 15-3**: FX Communication Channels and Vehicles

, summarizes the multichannel delivery methods employed by the FX UOC to inform and engage stakeholders. These vehicles ensure timely, consistent communication aligned with operational priorities and change readiness goals.

Together, these tools ensure consistent outreach across the FX Community, reinforcing readiness and message alignment.

15.6 COMMUNICATIONS LIFECYCLE AND FEEDBACK

Following key events, UOC initiates a 30/60/90-day communication cycle for post-go-live support. This includes phased reminders, support channel availability, and stakeholder survey links. Surveys are used to gather feedback and improve future communications.

The diagram below, **Exhibit 15-4: Post-Go-Live Communications Lifecycle** Error! Reference source not found., outlines the ongoing communication timeline followed by UOC after implementation milestones.

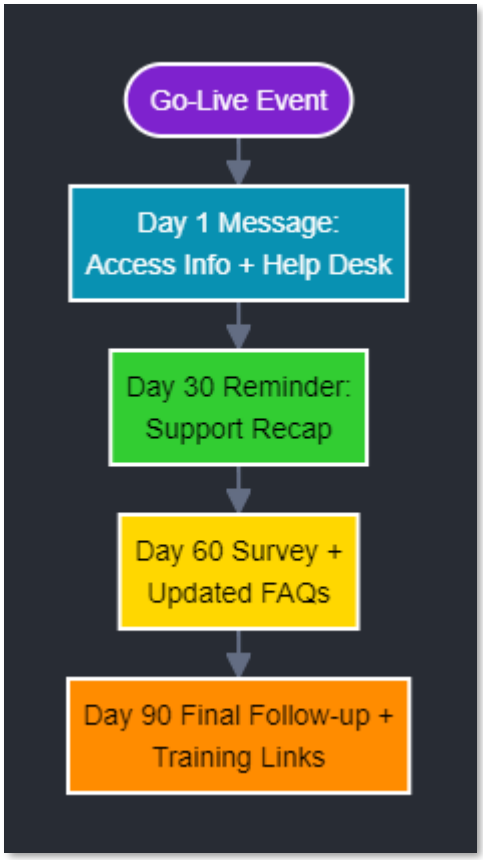

Exhibit 15-4: Post-Go-Live Communications Lifecycle

The diagram above, Error! Reference source not found., demonstrates how UOC maintains post-deployment support, gathers stakeholder feedback, and adapts its messaging strategy based on insights gained during the lifecycle.

This cycle allows for sustained outreach, feedback capture, and continuous improvement in messaging strategy.

15.7 SUMMARY

FX UOC Communications Management supports structured, brand-aligned outreach that is consistent, traceable, and appropriate for the FX Service Desk Release. All messages are reviewed, approved, and published through defined workflows that reflect Agency standards.

Post-go-live feedback loops and announcement governance ensure communication remains timely, actionable, and aligned with FX Program objectives.

SECTION 16 ALERTS AND NOTIFICATIONS

16.1 ALERTS

The UOC vendor is responsible for the FX Announcements application. This application is utilized to create alerts that will be shown on the FX Enterprise Portal to notify users of upcoming releases, planned downtime, and unplanned downtime.

The UOC vendor, as well as other FX Vendors, are able to have the FX Announcements Creator RBAC. This enables these authenticated users to draft FX Alerts and submit them to the Agency for approval.

FX Alerts are flagged by message type:

- Urgent: Alert is displayed at the top of the FX Enterprise Portal in a red banner
- Alert: Alert is displayed in the Alert box on the FX Enterprise Portal. Note: If more than one Alert is active at the same time, the Alerts will cycle through, and the user can select arrows to pause the slide action.
- Notification: Alert is displayed in the Alert box on the FX Enterprise Portal. Note: If more than one Alert is active at the same time, the Alerts will cycle through, and the user can select arrows to pause the slide action.

FX Announcement Approvers receive a notification that an Alert has been submitted for approval via email. The email contains a link to the related task. Once the Approver reviews the announcement, they are able to either approve the Alert or reject it. If the Alert is approved, it will be displayed during the date range on the FX Enterprise Portal.

If the Alert is rejected, the Approver is required to enter a reason for the rejection (free-form text box). The user that created the Alert is notified via email that the Alert has been rejected. The email contains a link to access the task in FX Announcements. The Creator is able to make necessary adjustments and resubmit for approval.

Each message type is distributed via predetermined methods to ensure delivery to the intended audience.

Exhibit 16-1: User Stories Related to Alerts and Notifications

represents the Contract IDs, User Story ID, and the User Story Title that are used throughout this document for the features mentioned.

CONTRACT ID	USER STORY ID	USER STORY TITLE
COR-010, PFC-004, PFC-006	UOC-2711	RBAC Role for FX Announcements Creator - Service Desk Release

CONTRACT ID	USER STORY ID	USER STORY TITLE
COR-010, PFC-004, PFC-006	UOC-2712	RBAC Role for FX Announcements Approver - Service Desk Release
COR-010, PFC-004, PFC-006	UOC-2713	RBAC Role for FX Announcements Administrator - Service Desk Release
PFC-004	UOC-2709	Accessing the FX Announcements - Service Desk Release
CMS-012	UOC-2710	FX Announcements will be 508 compliant - Service Desk Release
COR-006, COR-007, PFC-004, TSS-010, COR-010	UOC-2714	Create New FX Alert - Service Desk Release
COR-010, TSS-010, PFC-004	UOC-3181	Approve FX Alert - Service Desk Release
PFC-004, COR-006, COR-007, TSS-010, COR-010	UOC-2715	Edit Existing FX Alert - Service Desk Release
PFC-004, COR-006, COR-007, TSS-010, COR-010	UOC-2716	Deactivate Active FX Alerts - Service Desk Release
PFC-004, COR-006, COR-007, TSS-010, COR-010	UOC-2717	Activate Inactive FX Alerts - Service Desk Release
PFC-004, COR-006, COR-007, TSS-010, COR-010	UOC-2718	Create New Event - Service Desk Release
COR-010, TSS-010, PFC-004	UOC-3180	Approve Event - Service Desk Release
PFC-004, COR-006, COR-007, TSS-010, COR-010	UOC-2719	Deactivate Active Event - Service Desk Release
PFC-004, COR-006, COR-007, TSS-010, COR-010	UOC-2720	Activate Inactive Event - Service Desk Release

CONTRACT ID	USER STORY ID	USER STORY TITLE
PFC-004, COR-006, COR-007, TSS-010, COR-010	UOC-2721	Edit Existing Event - Service Desk Release
PFC-004, COR-007, COR-010	UOC-2722	Create New Audience Group (Distribution List) - Service Desk Release
PFC-004, COR-007, COR-010	UOC-2723	Edit Existing Audience Group (Distribution List) - Service Desk Release
PFC-004, COR-007, COR-010	UOC-2724	Deactivate Existing Audience Group (Distribution List) - Service Desk Release
PFC-004, COR-007, COR-010	UOC-2725	Activating Existing Audience Group for Existing/New Event Planning - Service Desk Release
COR-006	UOC-2726	System Integration with ForgeRock - Service Desk Release
PFC-004, TSS-010, COR-010	UOC-3206	Notify Approver of FX Alert - Service Desk Release
PFC-004, TSS-010, COR-010	UOC-3207	Notify Approver of FX Event - Service Desk Release
PFC-004, TSS-010, COR-010	UOC-3208	Notify Creator of Rejected FX Event - Service Desk Release
PFC-004, TSS-010, COR-010	UOC-3209	Notify Creator of Rejected FX Alert- Service Desk Release

Exhibit 16-1: User Stories Related to Alerts and Notifications

16.2 NOTIFICATIONS

FX Event Notifications is one of three message types that can be published via the FX Enterprise Portal (i.e., “Urgent,” “Alert,” and “Notification”). These notifications inform the FX Community of system updates, service changes, or upcoming activities related to the FX Service Desk Release. All notifications follow structured guidelines to ensure consistency and traceability.

UOC and non-UOC vendors can enter notifications that affect their modules. FX Releases are identified in the Enterprise Release Group. Vendors who have changes that are included as part of an upcoming deployment will draft and seek Agency approval prior to the deployment date as determined in the Enterprise Release Group. Those approved release notes are shared with the UOC Communications Team no less than 2 weeks prior to the deployment.

The UOC Communications Team will use the release notes to create User-Friendly Release Notes that will be reviewed and approved by the Agency to be posted and published to Info

Hub. Agency Approval will also include the language for the FX Announcement as well as the location of the Announcement (i.e., “FX Enterprise Portal”).

The User-Friendly Release Notes are published to Info Hub 1 business day prior to the deployment date. The UOC Communications Team will work with the UOC Operations Team to generate the FX Announcement that will be published one (1) business day prior to deployment.

FX UOC is responsible for crafting announcements related to UOC modules and will also use the FX Announcement Creator role. The approach to notifications that will be used for the period of FX Service Desk Release is as follows:

- Communicate planned and unplanned application system outages via an email distribution list.
  - Distribution list FXMFAO@ahca.myflorida.com has been added to FX Announcements.
- Distribution list comprised of those users and relevant stakeholders of the FX Service Desk Release (active FX users).

The UOC vendor will work with the agency to determine the characteristics of the notification email for said issue.

Example considerations to the email notification process are:

- Do we want to adopt a standard language by incident category in the matrix?
- Who approves the email notification?
- Who should send the email notification?
- How should we handle feedback on the issue notice?

16.3 Announcement Workflow

Announcement creation follows a documented process from drafting to publishing. It includes template usage, approval routing, and final publication to the FX Enterprise Portal.

FX UOC will work with the Agency to determine the characteristics of the alert and/or notification of said issue and ensure its review and approval. FX Announcements will need to be created by FX UOC at the direction of the Agency.

FX Announcements Process:

- The Agency will send an email to FXAnnouncements@automated-health.com with the approved FX Announcements Communications template filled out.
- FX UOC will craft the alert and/or notification based on the information provided in the FX Announcements application, and then,

- Will enter the FX Announcements Communications Template for FX Alerts and/or FX Announcements Communications Template for FX Event Notification to be submitted to the Agency.
- For all alerts and notifications, the Agency will review and approve using the FX Announcement Approver role.
- FX UOC will actively monitor requests for trends and determine if an announcement needs to be created if those trends show the need to communicate with the FX Enterprise Portal Community.

SECTION 17 CONTRACTUAL REQUIREMENTS

17.1 CONTRACT REQUIREMENTS

Exhibit 17-1: Contract Requirements Related to Operations and Maintenance

represents the UOC contract requirements that are part of the operations and maintenance requirements related to the FX Enterprise Foundation Release. These are all referenced within the user stories across the remaining parts of this document.

CONTRACT ID	CONTRACT DESCRIPTION
Attachment I, Exhibit A, Deliverables and Performance Standards	PD-14: Operations and Maintenance (O&M) Manual 1. The UOC Vendor shall provide to the Agency and maintain an Operation and Maintenance Manual (PD-14), which details how the UOC Vendor will plan, operate, and maintain the UOC solution in compliance with performance standards agreed to by the Agency and UOC Vendor. The manual shall include the plan and details for architecture/hosting operations; monitoring daily operations performance; performing routine maintenance; maintaining user, training, and system documentation; online help approach and documentation; configuration and change management; approach to system changes, enhancements, data corrections and other new requirements; archiving requirements, tasks, timelines, and responsible parties for design and configure/build tasks; reporting status against relevant Service Level Agreements (SLAs); and schedule of major and minor releases. The frequency of O&M reports will be approved by the Agency. The PD-14 deliverable includes, at a minimum: a. Operational Procedures b. Operational Policies c. O&M System Maintenance Reports d. O&M Configuration and Customization Inventory e. O&M Reference Materials f. System Operational Policy and Procedures Manual g. UOC Support Services Operational Procedures Manual h. Operational Policy and Procedure Manual(s) and i. Production Reports
BST-001	The UOC vendor shall implement all business services in a manner that minimizes the impact on providers, members, and other Medicaid stakeholders.
BST-002	The UOC Vendor shall transition business services in an incremental fashion that delivers working solutions as early as possible.
BST-003	For business services that require Agency staff transitions to the UOC platform, the UOC Vendor shall manage the transition related to communication, facilities, scheduling, training, and coordination with Agency leadership.
BST-005	The UOC Vendor shall validate business services requirements based on Contract requirements, incumbent procedures, processes, and Agency feedback.
BST-007	The UOC Vendor shall develop and demonstrate tracking and reporting processes required to substantiate compliance with performance standards identified for each Business Service.

CONTRACT ID	CONTRACT DESCRIPTION
BST-010	The UOC Vendor shall monitor and correct any operational deficiencies during the initial operation of the business functions, and formally document lessons learned to be used in subsequent business services Go-Live events.
CCR-004	The UOC Vendor's centralized mail and communications fulfillment center shall be responsible for preparing, managing, and sending correspondence.
CMS-014	The UOC Solution's transactions are executed in a reasonable amount of time as agreed by the Parties.
CMS-017	The UOC Solution generates performance measures for specific business processes using predefined and ad hoc reporting methods.
CMS-018	The UOC Solution protects electronic protected health information (ePHI) from improper alteration or destruction, including authentication mechanisms, and corroborates that ePHI has not been altered or destroyed in an unauthorized manner.
CMS-019	The UOC Solution complies with provisions for Administrative Simplification under the HIPAA of 1996 to ensure the confidentiality, integrity, and availability of ePHI in transit and at rest: 1. Provides safeguards as described in the October 22, 1998, State Medicaid Director letter, Collaborations for Data Sharing between State Medicaid and Health Agencies. 2. Performs regular audits and 3. Supports incident reporting
CMS-020	The UOC Solution supports data integrity through system controls for software program changes and promotion to production.
CMS-021	The UOC Solution supports a user security profile that controls user access rights to data categories and system functions.
CMS-022	The UOC Solution permits supervisors or other designated officials to set and modify the user security access profile.
CMS-023	The UOC Solution includes procedures for accessing necessary electronic Protected Health Information (ePHI) in the event of an emergency to continue the protection of ePHI during emergency operations.
CMS-054	The UOC Solution shall use a mix of manual and automated business processes.
CR-011	The UOC Vendor's Solution shall provide access to all services using English, Spanish, and Haitian Creole.
CSS-002	The UOC Vendor shall track and record (according to necessary compliance standards) all customer contacts in real-time and report all customer support services activities in its provided CRM system or other Florida Medicaid systems as appropriate and as approved by the Agency.
CSS-004	The UOC Vendor's Solution shall include paperless forwarding of mail to partner Agencies.
ELG-001	The UOC Vendor must receive and process Tier 1 general recipient Medicaid inquiries via multiple channels (e.g., phone, IVR, mail, email, chat, portal, etc.), as agreed to by the Agency.

CONTRACT ID	CONTRACT DESCRIPTION
ELG-002	The UOC Vendor shall ensure that inquiries requiring assistance that are outside of the Agency's statutory purview are referred to the appropriate partner agencies (e.g., Florida Department of Children and Families (DCF), Florida Healthy Kids Corporation (FHKC), SSA, Florida Department of Elder Affairs (DOEA), Agency for Persons with Disabilities (APD)) for support as needed.
ELG-003	The UOC Vendor's Solution shall be able to transfer recipients to the appropriate partner agency for support outside the Agency's statutory authority.
ELG-004	The UOC Vendor's Solution shall seamlessly and automatically transfer recipients to the appropriate partner agency as applicable.
ELG-005	The UOC Vendor mail room operations shall have Agency-approved processes in place to forward recipient-related mail to partner agencies.
ELG-006	The UOC Vendor mail room operations shall scan and store all recipient mail received, including mail routed to a partner agency.
ELG-007	The UOC Vendor shall track and maintain a record of all recipient eligibility inquiries in the CRM Solution, including a record of the appropriate partner agency transfer as applicable.
ELG-008	The UOC Vendor shall provide Tier 1 support activities related to a recipient's benefit plan assignment, including, but not limited to, responding to inquiries related to benefits covered under the plan, any service limitations, need for prior authorizations, co-payment requirements, etc.
ELG-009	The UOC Vendor shall maintain and support multiple Agency-approved communication channels (e.g., contact center, chat, email, mail, recipient portal, fax, etc.) for recipients to contact for information.
ITS-004	The UOC Vendor shall monitor and correct any deficiencies during the initial operation of the solution to verify there are no immediate or ongoing adverse effects on the Agency's programs according to the performance expectations identified in the UOC Vendor's Contract.
MAI-010	The UOC Vendor shall retain and store traditional paper mail documents to comply with Agency-specific business unit retention policies.

CONTRACT ID	CONTRACT DESCRIPTION
OM-001: The UOC Vendor shall provide Operations and Maintenance support for the UOC Solution as specified in the Contract.	The UOC Vendor shall provide the following minimum UOC Solution Maintenance Services: 1. Configuration updates are made as requested by the Agency, including changes to table values, parameters, codes, and business logic, including hardcoded business logic. 2. Correcting deficiencies (defects) found in the UOC Solution based on detailed requirements described in the Contract and published within the Agency-approved design specifications and/or completed enhancement, configuration, or maintenance requests. 3. Conducting research requested by the Agency or required to support the Agency, including but not limited to: a. System behavior and results. b. New healthcare initiatives. c. Best practices research across states and industry. d. Impacts of new state and federal legislation. e. Performing mass adjustments or mass changes as requested by the Agency or required to support the state's healthcare programs and f. Performing regular maintenance as needed or requested by the Agency to support the state's healthcare programs, including but not limited to: 1) Performance optimization. 2) Database management. 3) Software, hardware, and tools (e.g., patches, upgrades, and replacement) and 4) Interface, report, and correspondence changes. 4. Making corrections or changes at the direction of the Agency to maintain the integrity of the system or the data within it (e.g., backing out changes, correcting duplicate records, cleansing corrupt data, adding security measures, adding redundancy). 5. Using appropriate testing, configuration, and change control procedures. 6. Updating system, user, and training documentation and online help to reflect changes that have been made to the solution and 7. Performing the activities above to maintain customizations implemented as part of an approved enhancement.
OM-002	The UOC Vendor shall follow and perform project management and system development processes throughout the term of the Contract as specified in the Agency-approved PD-1: Project Management Plan deliverable.
OM-003	The UOC Vendor shall provide an Agency-approved notification mechanism whereby all entities identified by the Agency will be notified of system downtime and restored availability for scheduled maintenance or unscheduled outages. Such notification shall be made by the Vendor within 72 hours for scheduled downtime and within 30 minutes for unscheduled downtime.
OM-004	The UOC Vendor shall notify the Agency and other designated stakeholders in advance of scheduled UOC Solution maintenance or system outages in accordance with the T-7: Design and Implementation Management Standards, Attachment E - FX Change Control Plan.
OM-005	The UOC Vendor shall monitor the UOC Solution for any security breach and shall place security controls on the solution as defined in the Agency-approved PD-4: System Security Plan deliverable.

CONTRACT ID	CONTRACT DESCRIPTION
OM-006	The UOC Vendor shall produce, maintain, and update an inventory of all UOC Solution-related configuration items, including but not limited to product type, licensing info, versions, maintenance information, patch fixes, upgrades, and releases. The UOC Vendor shall provide this inventory within five (5) business days from the Agency's request unless otherwise agreed to by the Agency.
OM-007	The UOC Vendor shall maintain and update a UOC Solution reference material (e.g., manuals, help screens, design specifications, system, and operations documentation) repository and shall notify the Agency, in an agreed-upon timeframe, of any and all updates to reference materials. The format of all materials stored in the repository must be pre-approved by the Agency.
OM-008	The UOC Vendor shall store all documentation pertaining to the design, development, implementation, operations, and maintenance of the UOC Solution on a designated server, SharePoint site, or similar document repository as specified by the Agency.
OM-009	The UOC Vendor shall provide the Agency-designated resources with 24/7 access to all UOC Solution documentation and reference materials as specified by the Agency.
OM-010	The UOC Vendor shall cooperate with and assist the Agency in responding to any and all law enforcement, federal, state, and Agency audit or review requests. The UOC Vendor-provided support shall include, but not be limited to, random sample generation, data extracts, hard-copy documents, and any requested data or information within the timeframe provided by the Agency.
OM-011	As part of the Agency-approved PD-14: Operations and Maintenance Manual deliverable, the UOC Vendor shall develop and obtain Agency approval of a System Operational Procedures Manual that contains, at a minimum, policies, processes, and workflows related to the FX and Supporting Services and general requirements for compliance with privacy and security.
OM-012	The UOC Vendor shall, in coordination with the Agency, develop and implement processes and procedures whereby all data contained within the UOC Solution is accurately and securely archived in a timely manner and that all federal, state, and Agency laws and policies are followed.
OM-013	The UOC Vendor shall develop and submit a Resource Management Plan for the Operations Phase as outlined in Exhibit A, Deliverables and Performance Measures.
OM-014	During the first ninety (90) Calendar Days following the Go-Live of each release, the UOC Vendor shall demonstrate the stability of the UOC Solution and retain its Project Manager and other pre-Go-Live resources as needed to stabilize the UOC Solution architecture, if needed.
OM-015	The UOC Vendor shall provide help desk services to Agency-designated staff related to the functionality of the UOC Solution platform as outlined in subsection 9.2.4, Technical Support Services

CONTRACT ID	CONTRACT DESCRIPTION
OM-016	The UOC Vendor shall provide and maintain a PD-14: Operations and Maintenance Manual deliverable for the Agency's approval that describes post-implementation processes for areas such as: 1. Architecture/hosting operations 2. Monitoring daily operations performance 3. Performing routine maintenance 4. Maintaining user documentation 5. Online help approach and documentation, as appropriate 6. Configuration and change management 7. Approach to enhancements and other new requirements 8. Maintaining system documentation 9. .Maintaining training documentation 10. Archiving requirements 11. Tasks, timelines, and responsible parties for design and configure/build tasks 12. Reporting status against relevant SLAs and 13. Schedule of major and minor releases The UOC Vendor shall submit all revisions of the Operations and Maintenance Manual to the Agency for prior approval.
OM-017	The UOC vendor shall support the Disaster Recovery and Business Continuity activities outlined in subsection 8.3, Disaster Recovery and Business Continuity, which will provide timely failover and create relevant documented policies and procedures to implement recovery.
OM-018	The UOC Vendor shall test and implement all production-ready patches, upgrades, and releases for all software, firmware, and operating systems in a timely manner, in coordination with the Agency.
ENV-004	The UOC Vendor's Solution shall be available and accessible twenty-four (24) hours a day, seven (7) days a week, with the exception of planned downtime due to system upgrades or routine maintenance. All planned downtime and maintenance outages shall be coordinated and approved by the Agency at least five (5) business days in advance.
ENV-007	The UOC Vendor shall communicate to the Agency any changes in capacity or changes in the ability to support future usage levels of any provided managed service, such that the Agency has adequate time to prevent business disruption or impact.
ENV-009	The UOC Vendor shall provide configurable service failure, exception, and alert logging.
ENV-011	The UOC Vendor shall be responsible for procuring, operating, and maintaining any hardware, software, or services needed to support all components and project tools in use by the UOC Vendor unless otherwise specified. Any license purchased by the UOC Vendor shall be transferred, if applicable, to the Agency no later than six (6) months prior to the Contract end.
OCM-002	The UOC Vendor shall coordinate with the Agency's program-level FX OCM team to develop the organizational structure for the operating model, which includes the UOC Vendor's business services.

Exhibit 17-1: Contract Requirements Related to Operations and Maintenance

SECTION 18 APPENDIX

18.1 APPENDIX B – LEARNING-MANAGEMENT-SYSTEM-RUNBOOK

FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual

FX-UOCI-PD-14b-Appendix-B-Learning-Management-System-Runbook

18.2 APPENDIX C – NETWORK RUNBOOK

FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual

FX-UOCI-PD-14ba-Appendix-C-Network-Runbook

18.3 APPENDIX E – FX CLIENT COMPASS RUNBOOK

FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual

FX-UOCI-PD-14b-Appendix-E-FX-Client-Compass-Runbooka-Appendix-E-Info-Hub-User-Manual

18.4 APPENDIX F – INCIDENT RESPONSE PLAN RUNBOOK

FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual

FX-UOCI-PD-14b-Appendix-F-Incident-Response-Plan-Runbook

18.5 APPENDIX G – SERVICE DESK USER MANUALS

FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual

This section contains the Service Desk Manual artifacts.

- FX-UOCI-PD-14b-Appendix-G-FX-My-Service-Desk-User-Manual
- FX-UOCI-PD-14 b- Appendix G-FX Service Desk-Quick Reference Manual
- FX-UOCI-PD-14b-Appendix-G-FX-Service-Desk-User-Manual

18.6 Appendix H – Contingency Planning Runbook

FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual

FX-UOCI-PD-14b-Appendix-H-Contingency Planning-Runbook

18.7 Appendix I – Power BI User Manual

FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual

FX-UOCI-PD-14b-Appendix-I-Power-BI-User-Manual

18.8 Appendix J – Call Scripts

FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual

FX-UOCI-PD-14b-Appendix-J-Call-Scripts

18.9 Appendix K – Omnichannel Runbook and User Manuals

FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual

- FX-UOCI-PD-14b-Appendix-K-FX-Omnichannel-Runbook
- FX-UOCI-PD-14b-Appendix-K-FX-Omnichannel-Contract-Center-Administor-User-Manual
- FX-UOCI-PD-14b-Appendix-K-FX-Omnichannel-Contract-Center-Supervisor-User-Manual
- FX-UOCI-PD-14b-Appendix-K-FX-Omnichannel-Contract-Center-Agent-User-Manual

18.10 Appendix L – Reporting Runbook

FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual

FX-UOCI-PD-14b-Appendix-L-FX-Reporting-Runbook

18.11 Appendix M - Ticket Type Info Hub Matrix

FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual

FX-UOCI-PD-14 b- Appendix- M-Ticket-Type-InfoHub-Matrix

18.12 Appendix N-ServiceDesk Operational Articles

FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual

FX-UOCI-PD-14b-Appendix-N-Service-Desk-Operational-Articles

18.13 Appendix R-Internal FX Announcements User Manual

FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual

FX-UOCI-PD-14b-Appendix-R-Internal-FX-Announcements-User-Manual

18.14 Appendix S-EDW Tx Technical Help Articles

FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual

FX-UOCI-PD-14b-Appendix-S-EDW-FX-Technical-Help-Articles

18.15 Appendix T-ISIP-FX-Technical-Help-Articles

FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual

FX-UOCI-PD-14b-Appendix-T-ISISP-FX-Technical-Help-Articles

18.16 Appendix U-Knowledgebase Articles

FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual

FX-UOCI-PD-14b-Appendix-U-Knowledgebase-Articles

18.17 Appendix V-UOC-FX-Technical Help Articles

FX Hub > UOC Project > Project Artifact Directory > 8-Deliverables > PD-14b Operations and Maintenance Manual

FX-UOCI-PD-14b-Appendix-V-UOC-FX-Technical-Help-Articles