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Grand Rapids

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Modernization Readiness: A Shared Perspective



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In this session, we will share perspectives from the state and vendor on activities that can help you prepare for system modernization. Do you wonder what Quality Assurance (QA) is and why we need it? Why do we need Independent Verification and Validation if we have QA? The Georgia Modernization Team and CSG will share best practices to familiarize yourself with the roles of modernization support and steps states can take to prepare. This interactive session will cover topics to consider both before you start a feasibility study, and the readiness activities needed after approval.



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Modernization Readiness

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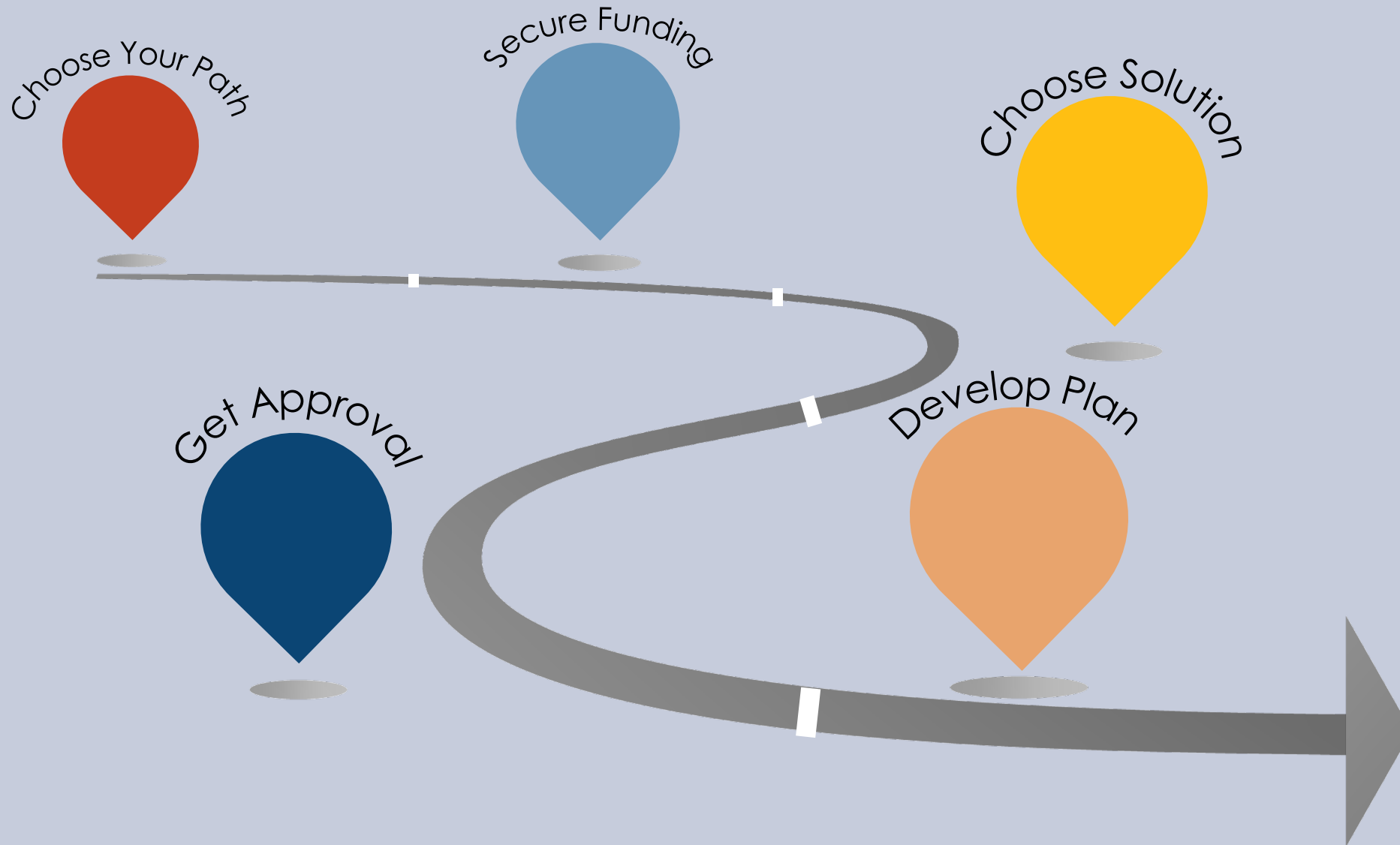
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Pre-Feasibility Study

- Open communication with agency leadership and OCSS
- Gather information from state partners and key stakeholders
- Establish the Project Charter
- Collect As-is business and technical documentation
- Secure state funding for the planning phase
- Submit PAPD to OCSS
- Assign state resources
- Assess the need for contracted services



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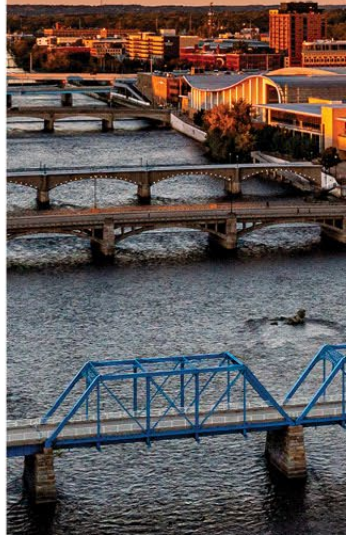
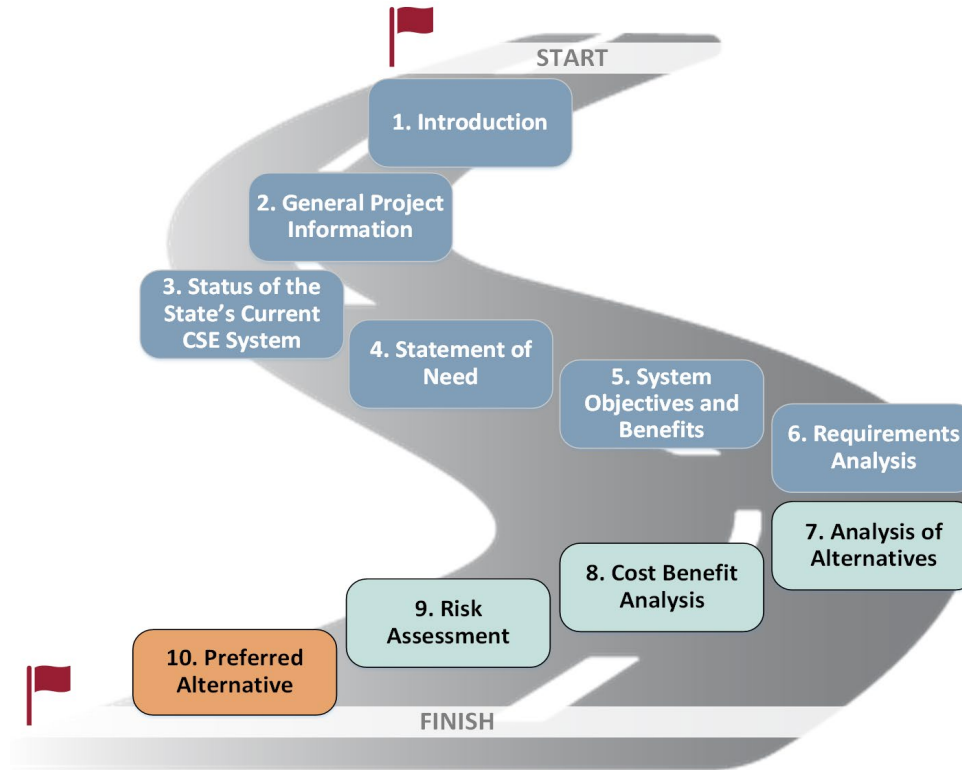


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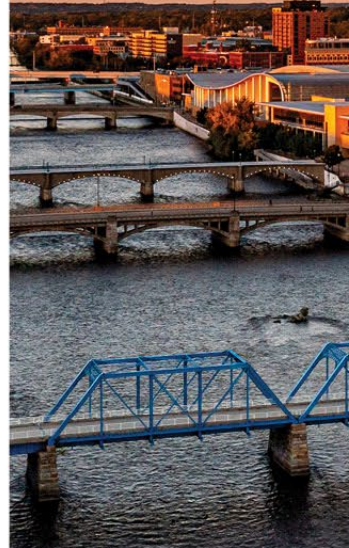
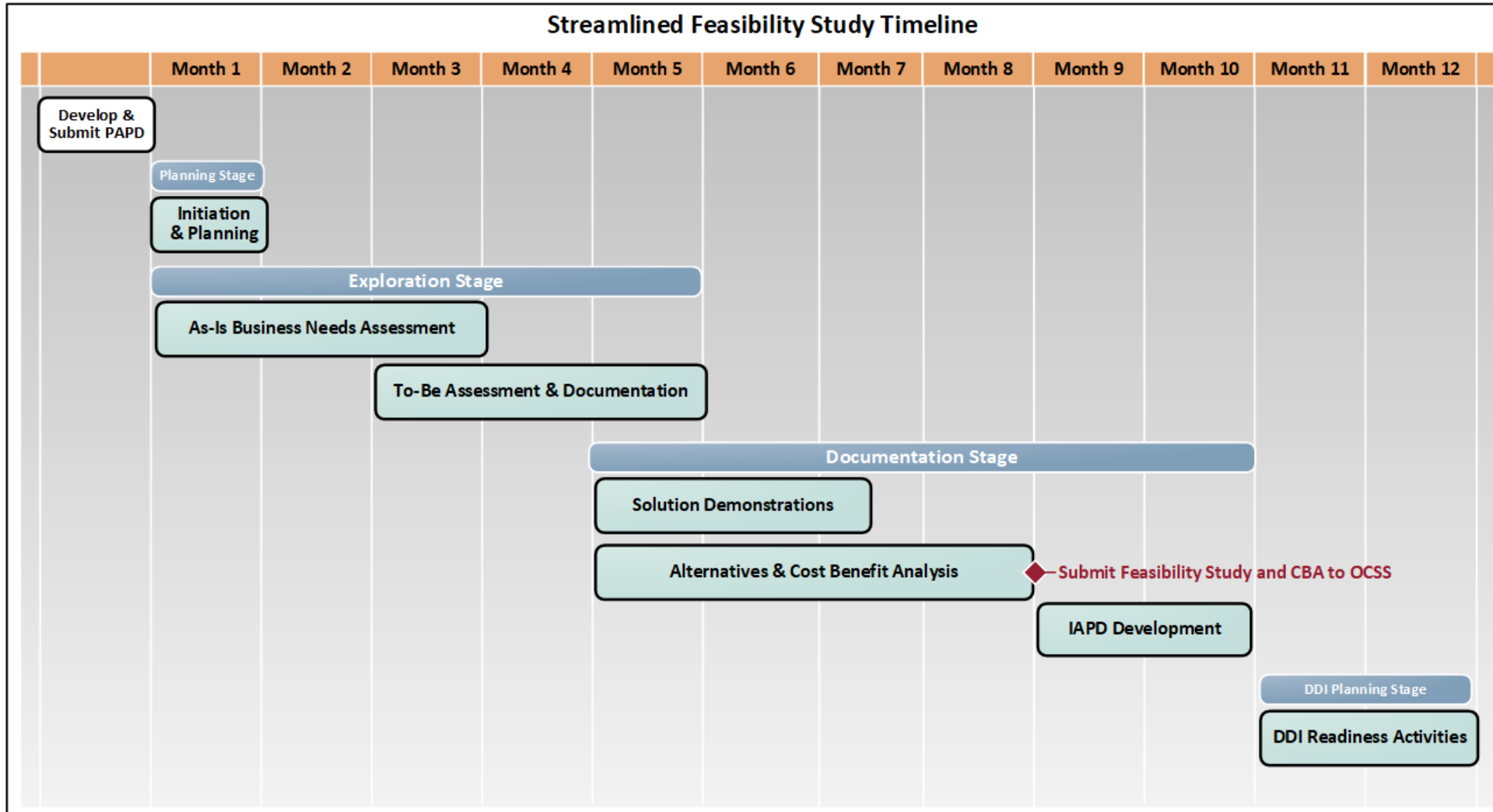
Streamlined Feasibility Study

The Streamlined Feasibility Study and CBA reduces the level of effort by:

- Requiring only one alternative to be assessed against the Status Quo (instead of 2-3)
- Simplifying the CBA by providing a standard template
- Reducing the level of effort to conduct the alternatives analysis
- Eliminating the need for state staff to travel to other states to evaluate candidate transfer systems



Streamlined Feasibility Study Timeline



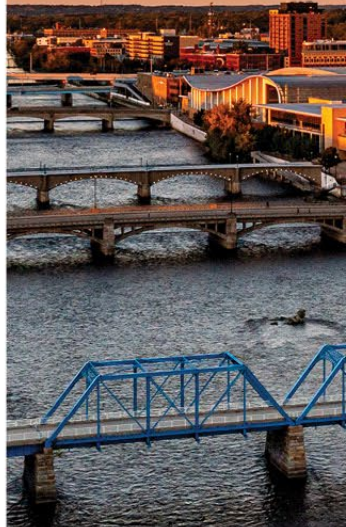
Modernization Readiness

- Additional activities are needed prior to project initiation
- Assess the need for contracted services for planning activities
- Assign state resources

A La Carte Service Menu



- Business Process Reengineering
- Project Management Office
- IAPD Development
- Organizational Change Management
- Procurement Development
- Governance Development
- Data Cleanup



Post-Feasibility Study

- Submit IAPD
- Develop RFXs and conduct procurement activities for the various vendors
- Prepare project management and governance plans
- Identify key stakeholders and execute a communication management plan
- Secure state funding
- Conduct DDI readiness activities
 - ✓ Inventory and consolidate forms and reports
 - ✓ Identify current and new interfaces and revise, update, or create new MOUs and file layouts for respective interfaces
 - ✓ Conduct data clean-up and data conversion planning activities
 - ✓ Conduct Organizational Change Management planning activities

Market Scan



- Which states are currently undergoing system modernization?
- Interview other states
- Review other states' procurements
- Review recent procurements in your state



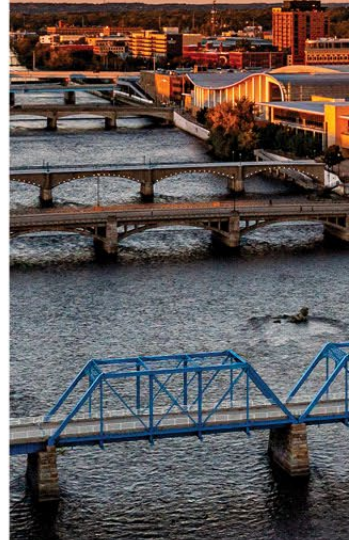
Readiness - Procurement

- Procurement considerations
 - State procurement laws
 - Purchasing authority
 - Stakeholders
 - Convenience contracts
 - Master Service Agreements
 - Requests for Proposals
 - Timeframes



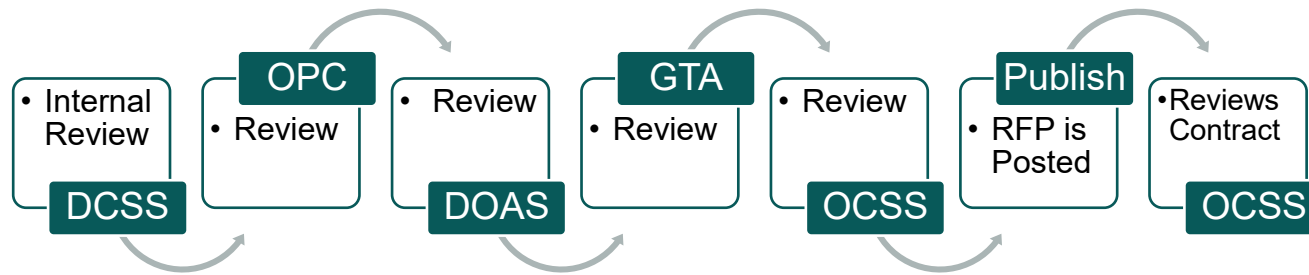
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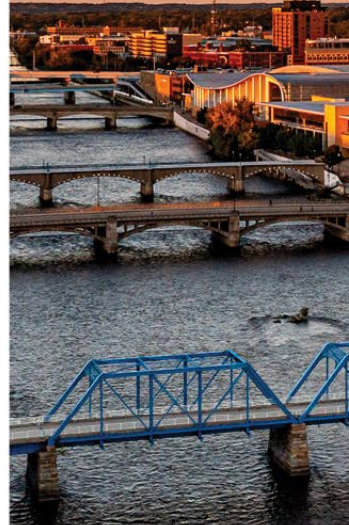


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Readiness - Procurement



- Division of Child Support Services (DCSS)
- Office of Procurement and Contracts (OPC)
- Department of Administrative Services (DOAS)
- Georgia Technology Authority (GTA)
- Office of Child Support Services (OCSS)



Federal Procurement Requirements



- The state should submit each procurement document to OCSS for review and approval prior to release to the vendor community
- After the state has selected a vendor, the state will submit each draft contract to OCSS for review and approval prior to execution

Modernization Readiness

- Governance considerations
 - Key Personnel
 - Organization Charts
 - Steering Committees
 - Stakeholders
- Project Management considerations
 - Project schedule
 - Readiness activities
 - Resources
 - Scope



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Modernization Vendors



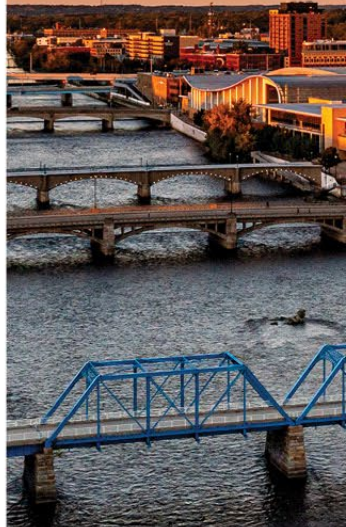
- Project Management Office (PMO)/Organizational Change Management
- Quality Assurance (QA)
- Independent Verification and Validation (IV&V)
- Design Development and Implementation (DDI)
- Training and Implementation

Project Management Office/Organizational Change Management

- Risk & Issue Management
- Change Control
- Requirements Management
- Schedule Management
- Communication Management
- Cost Management
- Stakeholder Engagement
- Organizational Readiness
- Resistance Management
- Learning and Development
- Sponsorship Support



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Quality Assurance

- Deliverable and Documentation Reviews
- Industry Standards and Best Practice Guidance
- Testing Support
- Privacy & Security Assessments
- Certification Support
- Risk Assessment
- Performance Reporting



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Independent Verification & Validation

- Independently reviews the management and technical plans for the project
- Makes recommendations but does not implement
- Conducts risk assessment
- Reports to both OCSS and the State at the same time



Design Development and Implementation

- Establishes and maintains the ALM tool
- Designs and develops the system to the state's requirements
- Conducts System Testing
- Supports User Acceptance Testing
- Develops and executes training plan
- Develops certification materials
- Provides warranty and operations and maintenance services



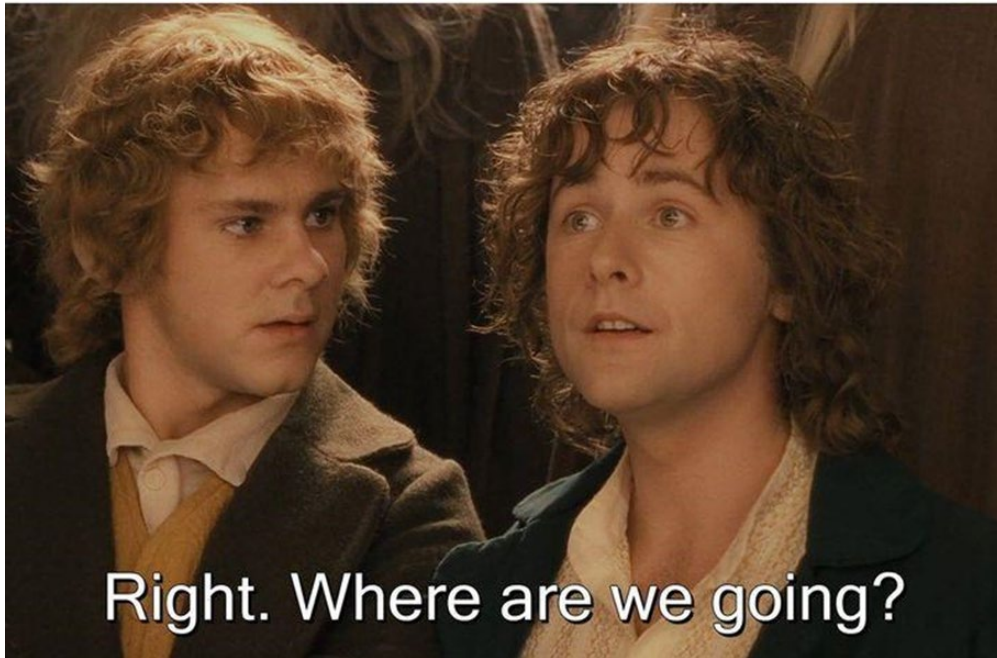
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Project Communication

When you skip all the dialogue
for the quest



Right. Where are we going?

- Identify internal and external stakeholder audiences
- Create communication channels by stakeholder audience
- Project communications are needed for establishing baseline awareness of the change with identified audiences

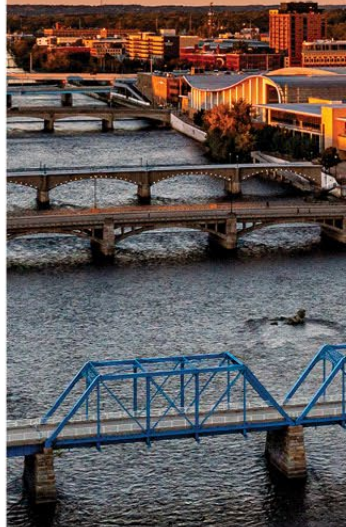
Organizational Change Management

- Organizational Change Management, or Change Management, is an enabling framework for managing the people side of change
- It guides how we prepare, equip, and support individuals to enable successful adoption of change and drive business outcomes



Lessons Learned

- Begin conversations with OCSS early in the planning process.
- Identify state staff roles and responsibilities and ensure they have the skills to perform the duties.
- Establish project management and governance structure prior to the start of the DDI vendor.
- Start Organizational Change Management activities early so that users are more likely to accept change and the new system.
- Maintain momentum by preparing for the next steps – DDI Readiness.



Resources

- OCSS Automated Guide for States (2017)
- OCSS Modernization Checklist (2023)
- NCCSD State Systems Topics-Things to Consider (2022)
- State Characteristics Matrix (2024)



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Questions



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