



System Modernization

IT Takes a Village...Part 1

Workshop T-21



Introductions: The audience team

What is your role in your program?

Where is your program at with System Modernization?

MENTI.COM Code:



Speaker Introductions



Shannon Abernathy

Shannon is a Program Specialist with 22 years of experience with the South Dakota Division of Child Support. Shannon has worn many hats during her career and has spent the last 17 years as the Child Support System Technical Liaison for the design, implementation, and ongoing maintenance of the ACCESS IV-D legacy system and all other processes utilized by the Division of Child Support.



Carol Beecher

Carol Beecher is the Director of the Alaska Child Support program. She started as Deputy Director in 2011 and became the Director in 2014. Prior engagements include working for Alaska's IT division, the Department of Administration, as scheduler for Governor Palin, and as a legislative aide. She has a Master's Degree in Public Administration.



Steve Roddy

Steve Roddy is the Deputy Director of the Texas Child Support Division in the Texas Office of the Attorney General, working closely with other program and agency leadership on program transformation, strategic direction, coordination, and management. In that capacity, he is a member of the OAG-CSD's IT systems modernization governance team. Steve has served the public in Texas state government for over 30 years within the OAG, the Texas Health Services Authority (THSA), and for over 20 years in the Texas Senate.



Landis Rossi

Landis Rossi is the Child Support Practice Lead for CSG Government Solutions. Landis has more than 20 years of experience with Child Support and other human service programs in both the private and government sector. For the last eight years she has overseen CSG's successful child support system modernization projects across 13 states.



Jeremy Toulouse

Jeremy Toulouse is the Child Support Practice Lead for Change and Innovation Agency (C!A). Jeremy joined C!A in August 2021 after a career at the New Mexico Child Support Division that began in 1994, where his child support journey led him to develop subject matter expertise in most child support functions including leading the Program's System Modernization Project for 7 years as the IT Business Manager and then as the IV-D Director.



State Project Descriptions

South Dakota System Replacement Project Alaska Refactoring-Replatforming-System Modernization Project

South Dakota Project Description:

South Dakota is replacing their legacy mainframe system with a user-centric and customer-friendly system that will create opportunities for predictive analytics, quality data-driven outcomes, business intelligence, and efficient case management processes. The project is currently in the planning phase with plans to submit the Streamlined Feasibility Study in November 2022.



Alaska Project Description:

In 2017, Alaska replatformed its legacy system, completing its move off the mainframe to a Linux platform in October 2020. Once there, work began on a system modernization project. The streamlined feasibility study was approved in July 2022 and the IAPD is pending approval. RFP's for Quality Assurance and IV&V have been submitted for OCSE review.





The Texas Office of the Attorney General Child Support Division

Texas Child Support Enforcement System (TXCSES) Project

Project Description:

The Texas Office of the Attorney General Child Support Division is responsible for operation and management of the nation's largest child support program, with collections of approximately \$4.4 billion annually and nearly 1.5 million active cases. The OAG CSD is modernizing its IT systems to ensure long-term sustainability; support closer alignment of program functions with its core mission; engage customers more effectively; enable more efficient use of resources; and support the needs of a rapidly-changing workforce.



To date CSD staff have used applications built on end-of-life legacy (mainframe) technologies. Given the mission-critical nature of these applications, the agency has taken an iterative modernization approach to reduce disruption while rapidly providing growing value to our internal and external business users. Development work and ongoing project deployment was begun in 2020 and is nearing its completion midpoint.

Key tenets of the Texas system modernization approach:

- Incremental modernization using an Agile-at-Scale approach
- Leverage low-code / no-code cloud-based platform technology for easier maintainability
- Use Customer Journey Mapping and Design Thinking to define ideal future state
- Use bi-directional replication to enable maintenance of mainframe during development and data conversion to cloud-based environment
- Integrate Human-Centered Change principles to strategically manage stakeholder engagement and communication





Pre-Project Planning



Pre-Project Planning

Business Case

- Performance is decreasing or flat
- Attrition has led to a lack of subject matter expertise, within both your program and your IT support program (no COBOL developers available)
- New staff take too long to onboard and work is not getting done
- New staff don't have access to the data they need to make better decisions timely
- Your business model is constrained to managing caseloads and your system cannot easily adapt to more flexible models of work assignment
- Your business processes are different from office to office and are not thoroughly documented
- Many staff have a punitive enforcement mindset that complicates customer responsiveness

Thought Process

- What is your vision of what you want to achieve as a program?
- How are you going to achieve your vision?
- What is your leadership capacity?
- Do you have the support and funding to modernize your system?
- What is the core problem preventing you from attaining your vision?
- **You decide to start your System Modernization project!**





Pre-Project Planning

Root Cause Analysis

- Why is performance not increasing?
- Why are staff leaving?
 - Overworked?
 - Micro-managed?
 - Trained slowly?
 - Business processes inconsistent or too complex?
 - Computer system too complex?

Pre-Planning Activities

- Know how your work delivery system, know your business capacity to get work completed right, and know what you need and how to improve!
- Develop the capacity to assess, manage, and implement change!
- Develop the project structure to manage the project effectively!
(Staffing/Roles/Responsibilities/Reporting Structure/Realms of Autonomy/Meeting Cadence/Deadline Management)
- Develop a Change Management Plan to **communicate** the **problem**, what your **vision** is, how it **impacts** each stakeholder, what the **plan** is, and what **progress** you have made!



Project Planning



Project Planning

Activity	Optional/Required
Open lines of communication with OCSE	Required
Develop Project Charter	Required
Develop PAPD	Required
Develop Streamlined Feasibility Study and Cost Analysis	Required
Develop IAPD	Required
Develop RFPs for desired vendors	Required
Gather lessons learned/best practices from other states	Optional
Conduct system demonstrations	Optional
Meet with vendors who offer management consulting services (PMO, OCM, QA, and IV&V)	Optional



Project Planning

Activity	Optional/Required
Prepare project management and governance plans	Optional
Inventory and consolidate forms and reports	Optional
Identify current and new interfaces and revise, update, or create new MOUs and file layouts for respective interfaces	Optional
Conduct data clean-up and data conversion planning activities	Optional
Conduct Organizational Change Management planning activities	Optional



Panel Discussion



What challenges with either Pre-planning or Project planning activities do you think are important to share with other programs?

South Dakota

- Change in Division Management twice in a 12-month period.
- Insufficient staffing resources for the project.
- Technology Staff upcoming retirements.
- Limited knowledge of modern functionality and what is possible.

Alaska

- Time
- Staffing
- Project Management

Texas

- Stakeholder support/buy-in – internal and external
- Identify/adopt project approach that aligns with central purposes
- Technology strategy to support essential needs
- Data conversion approach to support mainframe and new future state compatibility throughout development/deployment



Celebrating success is one of the most important activities to do as a Leader. What specific successes did you celebrate with your Team?

South Dakota

- Staff on the project come from several different areas within the agency. When completing tasks as a team, their expertise assisted with buy-in and accuracy of the As-Is and To-Be development.
- Overall staff buy-in. System naming, requested feedback, excitement, and eager to participate.

Alaska

- Completed Replatform (Oct 2020)
- Completed/accepted SFS (June 2022) IAPD pending...

Texas

- Adoption and integration of Agile project approach
- External stakeholder project approvals
- Ceremonies around each component development/deployment cycle built into Agile approach –
 - Sprint demonstrations
 - Deployment launch and post-launch Command Center preparation and closures
 - Deployment retrospectives



Are there specific lessons that you have learned through your modernization process that you think are important for our audience to hear?

South Dakota

- **Select the Right Team** – Identify a core group of business and technical team members who can offer the required time and effort, who are committed to finishing this phase of project, and who will adhere to a disciplined project management approach.
- **Prepare for Change Upfront** – Begin Organizational Change Management early by involving and gathering input about the new system from a variety of key stakeholders.
- **Partner with Experts** – Engage an experienced contractor who offers a proven methodology and approach as well as tools to support efficient development of OCSE required artifacts and who can offer support during OCSE’s review of the feasibility study and cost benefit analysis.
- **Plan for Implementation Early** – Understand that it is never too early to start preparing for the DDI phase of the project including the level of effort and complexity related to data clean-up and conversion and the identification and prioritization of forms, reports, and interfaces.

Alaska

- **Manage Expectations** – Recognize and prepare users for functionality reality. Prepare for UAT testing capacity. Understand and report up – Governor, legislature.
- **Understand the Complexities** – Thoroughly assess the current system environment and plan for the inherent risks associated with code conversion, including data clean-up and conversion, and the impact on ancillary applications.
- **Choose an Experienced Vendor** – Carefully consider the vendor’s experience converting child support systems as well as the tools they propose to use. Define expectations.
- **Focus on Quality** – Embed quality assurance into project activities including conducting code reviews, performing and verifying testing activities, and ensuring adherence to project management principles.

Texas

- **Clarity of Purpose**
- **Internal/External Stakeholder Support, Engagement, Collaboration, and Partnership**
- **Robust Business Guides, Governance Processes, and Risk Management**
- **Contracting and Project Delivery Approach that support successful outcomes**
- **Capacity for Change; Flexibility with Discipline**
- **Always move Forward within Plan**



Questions and Answers