



Are you ready?

System Modernization Readiness: A Shared Perspective





Modernization Readiness



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Modernization Readiness

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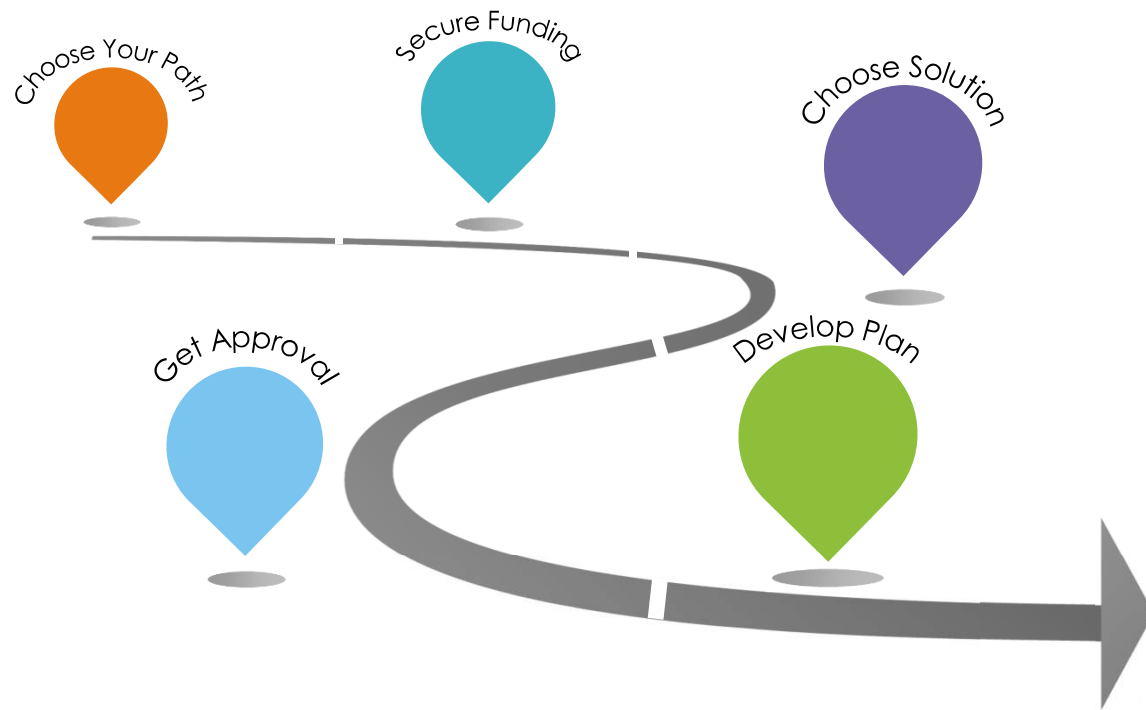


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Modernization Readiness





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



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

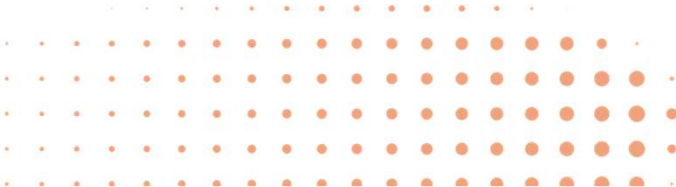




Market Scan



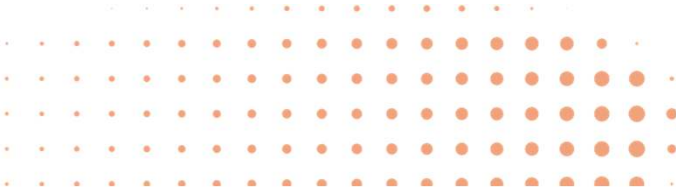
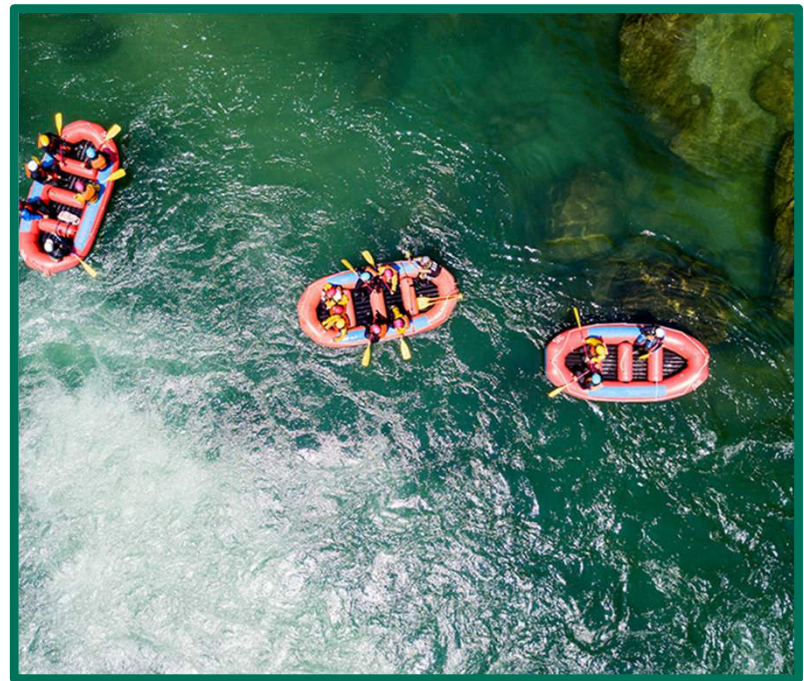
- Which states are currently undergoing system modernization?
- Interview other states
- Review other states' procurements
- Review recent procurements in your state





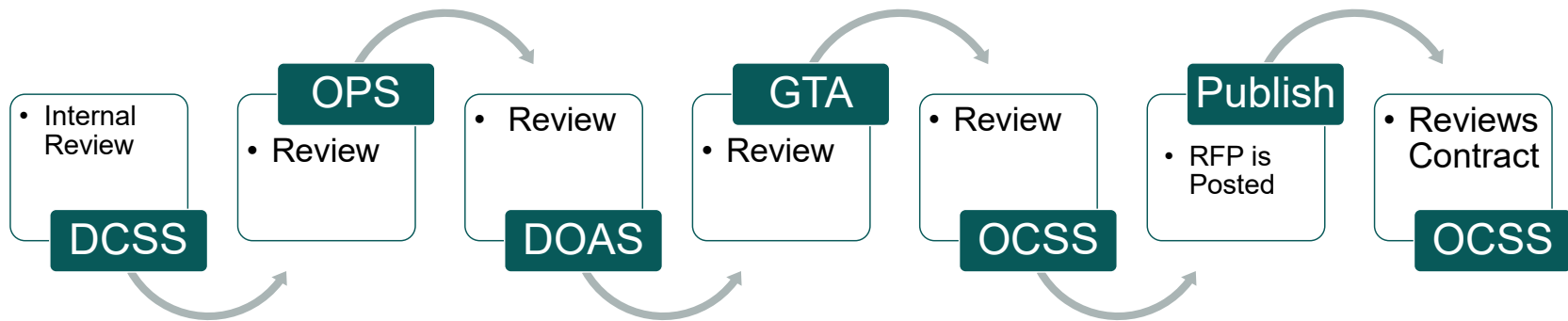
Readiness - Procurement

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





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



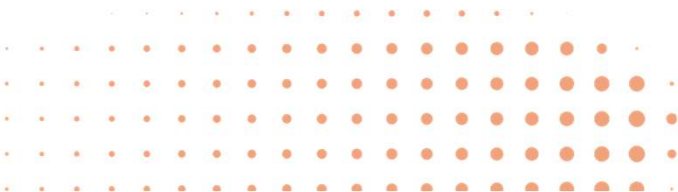
- The state should submit each procurement document to OCSS for review and approval prior to release to the vendor community
- After the state has selected a vendor, the state will submit each draft contract to OCSS for review and approval prior to execution



Modernization Readiness

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

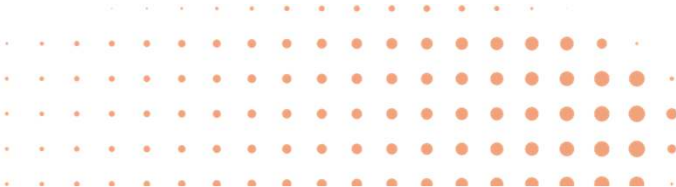




Modernization Vendors



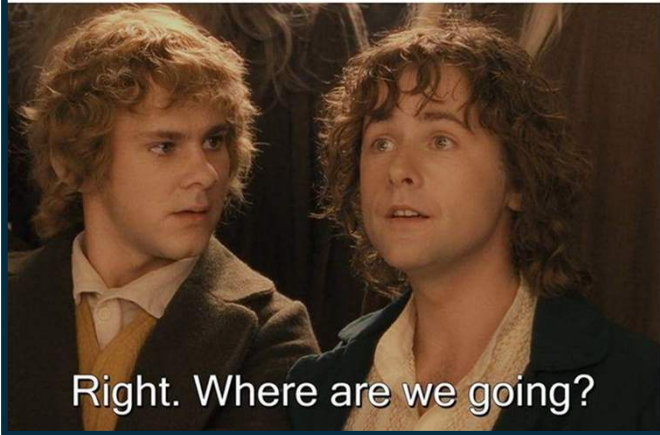
- **Project Management Office (PMO)/Organizational Change Management**
- **Quality Assurance (QA)**
- **Independent Verification and Validation (IV&V)**
- **Design Development and Implementation (DDI)**
- **Training and Implementation**



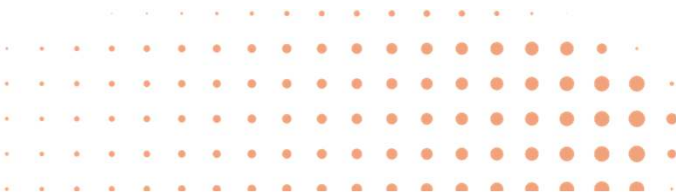


Project Communication

When you skip all the dialogue for the quest



- 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

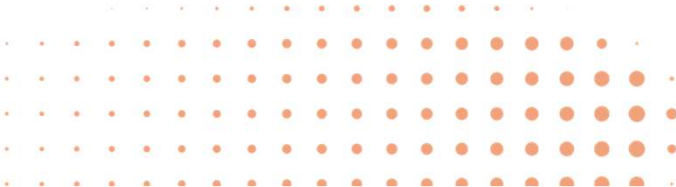




Organizational Change Management



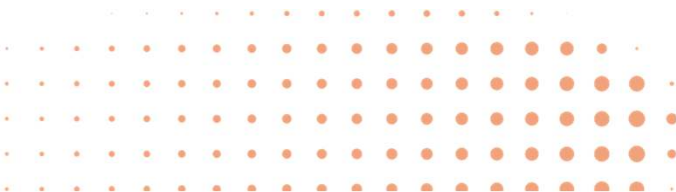
- **Organizational Change Management, or Change Management, is an enabling framework for managing the people side of change**
- **It guides how we prepare, equip, and support individuals to enable successful adoption of change and drive business outcomes**





Lessons Learned

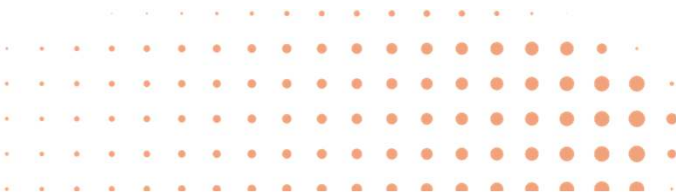
- **Begin conversations with OCSS early in the planning process.**
- **Identify state staff roles and responsibilities and ensure they have the skills to perform the duties.**
- **Establish project management and governance structure prior to the start of the DDI vendor.**
- **Start Organizational Change 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)**





Questions

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Data Management

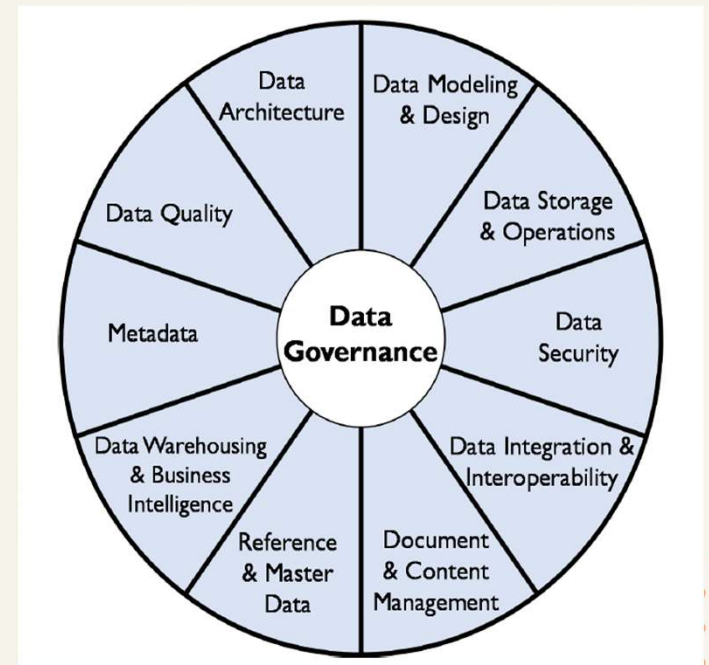
A Modernization Planning Journey to Consider

What is Data Management?

“Data Management is the development, execution, and supervision of plans, policies, programs and practices that deliver, control, protect, and enhance the value of data and information assets throughout their lifecycles.”

DAMA-DMBOK Body of Knowledge, Second Edition, 2017

Action Step – Who manages your data now?





Assess Data Mgmt. Maturity

Do you have Data Governance?

“The exercise of authority and control (planning, monitoring and enforcement) over the management of data assets.”

DAMA-DMBOK Body of Knowledge, Second Edition, 2017

Benefits: Provides structure when making data decisions, allows for data stewards during modernization, sets policies and processes for key data tasks.

Action Step – Do you have policies and processes regarding your Child Support data?



Data Quality

How to determine your data quality?

- Current Data Dictionary
- Conversion File Verification
- Profiling data

Benefit: Increases value of the data and helps to reduce risks in the DDI project. Provides effective data for staff to use.

Action Step: Do you have the people, process and tools to perform data quality?



Data Cleansing

How do we clean our data?

- What to cleanup
- Who does the cleanup
- How to cleanup
- Monitoring the process
- Tracking or Measuring
- Communication

Benefit: The more data that can be cleansed prior to DDI allows more focus on other tasks.

Action Step: Can you provide specific issues to staff to cleanse data and track progress?



Louisiana Project

Business Need Priorities:

- Three disparate databases
- Assess data quality prior to DDI
- Clean data prior to DDI
- Create a roadmap of data projects to improve DDI success

Benefits:

- Found issues with the mainframe files
- Found issues of data quality/Process of cleansing
- LA Team learned more about their data



Data Requirements

Minimum considerations for RFP:

- Data Requirements
- Privacy and Security
- Data Interface Documentation
- Data Flow Diagrams
- Documentation of Existing Quality Issues
- Business Rules for Conversion
- Begin data conversion at the start of DDI

Benefit: Provides guidance for DDI on how data should be addressed.

Action Step: Create a category of data requirements to go with business and technical requirements.



Data Modeling

What will a Conceptual model do for us prior to DDI?

- Understand data relationships
- Uncover the need to look at some data differently
- Build data consistency
- Helps refine some data requirements

Benefit: Provides insights for decision making during modernization

Action Step: Develop conceptual models with the people working with the data every day



Data Quality Tools

How can tools help me analyze data quality?

- May reduce the time needed to identify quality problems
- May help identify similar issues in different parts of the system
- May be able to analyze application code
- Helpful during conversion if many quality problems exist

Benefit: Opportunity to improve quality before DDI.

Help prepare data during DDI conversion

Action Step: Consider tools but consider them secondary to people



Thinking Ahead

- Staffing needs for Data Cleanup and Conversion
- Preventing future quality problems
- Identify data requirements prior to procurement and DDI
- Conversion Prep – Understanding process, roles, decision making
- Imagining the future:
 - Artificial Intelligence
 - Business Intelligence



Questions

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