CHILDS Replacement Program: Initial Assessment Report

Prepared for: Arizona Department of Child Safety (DCS)

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Background

The Arizona Department of Child Safety (ADCS) is nearing completion on the first or Planning phase of a two-phased Program of projects to assess, procure, design, and implement a replacement of the current Federal Administration for Children and Families (ACF), Statewide Automated Child Welfare Information System (SACWIS) compliant system known as the Children's Information Library and Data Source or CHILDS. The resulting CHILDS Replacement system will be known as Guardian and will align with the recently published (June 2016) ACF Comprehensive Child Welfare Information System (CCWIS) regulations. The Planning phase work included the completion of a Feasibility Study, Cost-Benefit Analysis, the Federal Implementation Advance Planning Document (IAPD), a product and services roadmap, an overarching budget document and introduced an iterative procurement model for the Program of projects that will create the CHILDS replacement system (Guardian).

The CHILDS Replacement Program (Guardian) includes the following components:

Program Management	Quality Management	Intake / Hotline	Case Management
Business Integration	Platform	Provider Management	Financial Management
Mobile Solution	Hosting	Data Warehouse	CHILDS Decommissioning
IV&V	Technical Integration	Document Management	

The State of Arizona Information Technology Authorization Committee (ITAC) recommends and requires that the CHILDS Replacement Program (Guardian) engages with an independent third party firm to provide Independent Assessment (IA) services.

These IA services will provide supplementary project oversight to the CHILDS Replacement Program (Guardian) stakeholders to gauge the plan viability, project management, and project governance. IA findings will be shared and communicated by the CHILDS Replacement Program (Guardian) leadership to interested stakeholders.

This 'Initial Assessment' will focus on the Planning phase of the CHILDS Replacement Program (Guardian) . Key activities included interviews with key project delivery stakeholders and a review of current documentation.

Executive Summary

The CHILDS Replacement Program (Guardian) will enable the ADCS to implement a strong, robust system - one that is capable of increasing efficiency and service delivery to Arizona's families and children in need. This system will also fulfill Child Safety Specialist staff business use to more effectively and efficiently, execute the mission of the Department of Child Safety. A study was undertaken to document the intended Program's feasibility. Further documented analysis work defined scope, created a delivery roadmap, generated a program budget and outlined program resource needs.

This independent initial assessment reviewed project documentation, interviewed key stakeholders, and analyzed self-assessment survey responses. The results of the assessment indicate that the CHILDS Replacement Program (Guardian) is positioned for success.

Project characteristics depict a strong plan viability (understanding project delivery challenges and developing approaches to mitigate those challenges) and strong project management practices (implementing delivery focus and best practices).

The CHILDS Replacement Program must focus on the following items:
   ° Resourcing – Fulfilling roles with necessary skills within the proposed onboarding schedule
   ° Procurement Management (both State and Federal) – Accurate and timely requests for funds and reporting on fund use
   ° Integration / Interconnectivity – Technical oversight on the design and build of the architectural vision.
   ° Business Buy-In / Implementation – Communication, Business Process Change and Awareness of Program impacts

Key Plan Viability Findings	Key Project Management Practice Findings
• The Feasibility Study explored the Program's delivery approach, and its expected outcomes • A comprehensive Roadmap outlined Program specifics with respect to workstreams, schedule and financials • An experienced Program Manager is building the project management oversite and Program Management Accountabilities • The Resourcing Plan summarizes the timing and onboarding needs of the CHILDS Replacement Program (Guardian) • A comprehensive Cost / Benefit analysis included fund sourcing, timing, and expected benefits • Program Governance is being defined and key stakeholders have been identified	• The high-level Planning Phase is nearly completed • Scope and schedule are defined. Next steps will focus on a detailed WBS development and resource leveling • DCS is building Organizational Management and IT Base • The CHILDS Replacement will be managed as a Program • The Program Manager is experienced and familiar to DCS and DES Management • DCS is building the plan components defined by the outlined workstreams. • High-level risks and mitigation activities are identified • A high-level communications approach is defined and the marketing aspect has been identified.

Independent Assessment Process

Gather Baseline Information

- Review Project Documentation
  - CHILDS Replacement Program (Guardian) Implementation Advance Planning Document (IAPD)
  - Solution Model
  - Roadmap and Budget
- Conduct Stakeholder Interviews
- Conduct Self-Assessment Surveys

Perform Analysis

- Analyze Findings
- Determine Any Gaps
- Score Each Plan Viability & Project Management Practice Component:
  - 🟢 Green = Strong Health
  - 🟡 Yellow = Moderate Health
  - 🔴 Red = Poor Health

Develop Report

- Share Best Practices
- Report Key Findings
- Report Recommendations

Assessment Findings & Recommendations

Plan Viability

	Plan Viability	Comments
🟢	1. Completeness of Plan	High-level 8-Year Roadmap has been completed. Development of detail plan is a part of the next phase.
🟢	2. Project Timeline	High-level roadmap provides structure for the project timeline with key milestones and timing documented.
🟢	3. Staff Levels and Skill Sets	High-level project resourcing plan developed. ADCS to begin building Program Management team and securing key delivery resources.
🟢	4. Project Interdependencies and Interfaces	Key interfaces have been documented. Interdependencies are well-understood and will be detailed further.
🟢	5. Business Implementation Approach	Work steps and deliverables for implementation and rollout have been identified.
🟢	6. Technical Platform and Support	An architectural overview is documented. Detailed technical components are to be developed for this complex solution.
🟢	7. Stress Test	Stress test planning to be developed and conducted by the Quality Management vendor, once sourced.
🟢	8. Post Implementation	Benefits realization timeline has been completed. This will need to be owned and managed.
🟢	9. Overall Quality Assurance	Detailed quality assurance strategy to be developed closely with 3rd party vendors.
🟢	10. Program Management Environment	Program governance structure is outlined and will continuously be refined.

Project Management Practice

	Project Management Practice	Comments
🟢	1. Communication Management	A high-level communications approach is in place. Detailed plan to be developed.
🟢	2. Risk Management	Program risks identified with mitigation strategies described in the feasibility study.
🟢	3. Scope Management	Scope is defined in the Feasibility study and documented in the roadmap. PIJ documents to be completed as needed.
🟢	4. Schedule Management	Schedule defined by roadmap – detailed project schedule for the program to be developed by the Program Manager.
🟢	5. Quality Management	Quality management plan to be developed. IV&V approach described and included as a work stream in the roadmap.
🟢	6. Financial and Contract Management	Estimated funding needs, timing and sources defined in Feasibility study. Program contract manager to be hired to manage procurement and financial management.
🟢	7. Resource Management	Resourcing plan outlined in study. Current staffing as well as future needs (internal / external) and resources defined.
🟢	8. Stakeholder Management	Stakeholders identified and informed. Ongoing management process is in place and will be continuously refined.
🟢	9. Organizational Change Management	Organizational change is a key component to the CHILDS Replacement Program's (Guardian) success and will need to be managed closely.

Next Steps

Next Steps

1. **Proceed with the CHILDS Replacement Program (Guardian).**

2. **Complete detailed project plan and work breakdown structure.**

3. **Enhance baseline project management practices by acting on recommended items.**

4. **Develop go forward assessment plans and preliminary schedule.**

5. **Finalize management structure – Recruit key resources, build program management team, and add technical and applications architects.**

6. **Develop key Program Management artifacts such as:**
   ◦ Detailed project schedules
   ◦ Communications plan
   ◦ Quality Assurance plan
   ◦ Financial Management

7. **Secure Priority Resources**
   ◦ Project Managers
   ◦ Financial Analysts (Government Procurement Specialist)

Appendix A: Detailed Assessment

Plan Viability: Completeness of Plan

Plan Viability

🟢	1.	Completeness of Plan
⚪	2.	Project Timeline
⚪	3.	Staff Levels and Skill Sets
⚪	4.	Project Interdependencies and Interfaces
⚪	5.	Business Implementation Approach
⚪	6.	Technical Platform and Support
⚪	7.	Stress Test
⚪	8.	Post Implementation
⚪	9.	Overall Quality Assurance
⚪	10.	Program Management Environment

Best Practices

- Complete a high-level plan that includes all in-scope phases
- Identify milestones.
- Ensure all integration points are included.
- Review plan and obtain stakeholder sign-off.
- Validate estimates.
- Perform risk assessment / review of plan.
- Refactor plan as appropriate when tolerances are exceeded.

Key Findings

- A multi-year Program is outlined in roadmap.
- A Project Investment Justification (PIJ) is a State developed a project artifact that documents the overall approach and components related to the CHILDS Replacement Program (Guardian). It's a form of 'Project Charter' and provides a Roadmap for the initiative. A review of the PIJ at a monthly Information Technology Authorization Committee (ITAC) meeting approves the readiness of the project for release of the State Joint Legislative Budget Committee approved funding
- The roadmap describes the major components of the initiative and lists the key high-level milestones.
- Major risks are identified and included within the PIJ.

Recommendations

- Develop a detailed plan and detailed Work Breakdown Structure (WBS) based upon detailed Roadmap. (As vendor product procurement cycle is completed.)
- Establish plan baseline.
- Continue to review risks and develop risk mitigation strategies.

Plan Viability: Project Timeline

Plan Viability	
○	1. Completeness of Plan
●	2. Project Timeline
○	3. Staff Levels and Skill Sets
○	4. Project Interdependencies and Interfaces
○	5. Business Implementation Approach
○	6. Technical Platform and Support
○	7. Stress Test
○	8. Post Implementation
○	9. Overall Quality Assurance
○	10. Program Management Environment

Best Practices

- Break the project down into major phases and sub-phases.
- Break sub phases down into tasks and sequenced in the most logical manner.
- Develop a complete project schedule with all tasks, activities, resources, effort and duration.
- Share timeline with sponsor, stakeholders and project team.
- Ensure management agreement on timeline.

Key Findings

- The high level planning phase of the program, as documented in the roadmap, has been completed.
- The detailed roadmap outlines the program timeline over an 8 year timeframe.
- There is sufficient time to complete the project if managed and resourced well.

Recommendations

- Develop the detailed timeline adding key milestones.
- Add Workstream details including sub-phases.
- Build the detailed WBS (Work Breakdown Structure) with estimated activity durations and efforts.
- Ensure resources are identified and secured as needed to complete the delivery of this program.
- Continue to communicate timeline and milestones to management and key stakeholders.

Plan Viability: Staff Levels and Skill Sets

Plan Integrity Elements	
●	1. Completeness of Plan
●	2. Project Timeline
🟢	3. Staff Levels and Skill Sets
●	4. Project Interdependencies and Interfaces
●	5. Business Implementation Approach
●	6. Technical Platform and Support
●	7. Stress Test
●	8. Post Implementation
●	9. Overall Quality Assurance
●	10. Program Management Environment

Best Practices

- Create a staffing plan that matches required skills to those available and gaps as well as how to fill those gaps.
- Create options for if there is a shortage on time or knowledge from the resources on the project.
- Appropriately on-board resources.
- Appropriately engage external stakeholders.
- Ensure roles are clearly defined and adhered to.

Key Findings

- The Program Manager has experience and confidence of the management team in the delivery of this initiative.
- The resource plan as outlined in the roadmap details the skills and timing of the recommended staffing plan.
- Initial resourcing is in place to deliver the Separation project as well as build the internal capabilities. This serves as a key component to the delivery of the CHILDS Replacement Program (Guardian).
- DCS leveraged external expert advice: Gartner developed an initial assessment of CHILDS, and PCG further refine the vision, feasibility study and the roadmap.

Recommendations

- Begin to hire the necessary resources as required.
- Add Solutions and Technical Architects to the team.
- Determine the program management structure and hire the project management leads.
- Continue to leverage external expertise to complement the team.

Plan Viability: Project Interdependencies and Interfaces

Plan Viability

●	1.	Completeness of Plan
●	2.	Project Timeline
●	3.	Staff Levels and Skill Sets
🟢	4.	Project Interdependencies and Interfaces
●	5.	Business Implementation Approach
●	6.	Technical Platform and Support
●	7.	Stress Test
●	8.	Post Implementation
●	9.	Overall Quality Assurance
●	10.	Program Management Environment

Best Practices

- Document project interdependencies / dependencies.
- Document project interfaces.
- Document constraints.
- Update schedule to reflect project interdependencies / dependencies.

Key Findings

- The PIJ outlines key interfaces including data and systems.
- The PIJ identifies current CHILDS interfaces, potential CHILDS Replacement Program (Guardian) interfaces, and expanded interfaces.
- Dependencies for the CHILDS Replacement Program (Guardian) are well understood and will be incorporated in the detailed project plan.
- A high-level roadmap that includes major project milestones and dependencies is present.

Recommendations

- Develop interface architectural picture.
- Determine scope of interface development.
- Prioritize interface needs.
- Ensure each of the program's projects have identified all interdependencies with other internal projects and external initiatives.

Plan Viability: Business Implementation Approach

Plan Viability
● 1. Completeness of Plan
● 2. Project Timeline
● 3. Staff Levels and Skill Sets
● 4. Project Interdependencies and Interfaces
🟢 5. Business Implementation Approach
● 6. Technical Platform and Support
● 7. Stress Test
● 8. Post Implementation
● 9. Overall Quality Assurance
● 10. Program Management Environment

Best Practices

- Document business implementation approach.
- Confirm with sponsor and stakeholders agreement on approach.
- Identify implementation and conversion tasks. Determine scope and effort involved.
- Document concerns / issues.

Key findings

- The CHILDS Replacement Program (Guardian) is a new way to manage Child Welfare.
- Changes to the way information is gathered and distributed as well as how assessments are completed and documented will change the processes for the over 1400 DCS caseworkers and supporting staff..
- Business involvement and ownership is critical to the success.
- Workstreams and deliverables for implementation and rollout have been identified.

Recommendations

- Develop detailed tasks for Business Implementation.
- Assign this work stream with a Project Manager.
- Develop an overall strategy and the detailed activity plans and change management process.
- Continue to communicate to impacted stakeholders.

Plan Viability: Technical Platform and Support

Plan Viability	
●	1. Completeness of Plan
●	2. Project Timeline
●	3. Staff Levels and Skill Sets
●	4. Project Interdependencies and Interfaces
●	5. Business Implementation Approach
🟢	6. Technical Platform and Support
●	7. Stress Test
●	8. Post Implementation
●	9. Overall Quality Assurance
●	10. Program Management Environment

Best Practices

- Develop technology implementation plan.
- Document technology requirements.
- Identify technology constraints – hardware, software, resources.

Key Findings

- The PIJ outlines the general architectural approach for this program.
- A Mobile solution will be delivered as a separate initiative as a part of a phased CHILDS Replacement Program (Guardian) implementation approach. This enables benefits from mobility to be realized earlier by connecting the Mobile solution to the existing CHILDS system data.
- The PIJ outlines the importance of developing a detailed Disaster Recovery Plan.
- The Technical Integration vendor will manage technology constraints.

Recommendations

- Hire solutions and technical architects.
- Develop architecture description.
- Document the technical risks and develop risk mitigation strategies.
- Develop backup and recovery requirements.

Plan Viability: Stress Test

Plan Viability	
●	1. Completeness of Plan
●	2. Project Timeline
●	3. Staff Levels and Skill Sets
●	4. Project Interdependencies and Interfaces
●	5. Business Implementation Approach
●	6. Technical Platform and Support
🟢	7. Stress Test
●	8. Post Implementation
●	9. Overall Quality Assurance
●	10. Program Management Environment

Best Practices

- Create test plan.
- Define stress test requirements.
- Define stress test environment. Identify where/when environment is needed.

Key Findings

- Test plans, scripts, and other testing deliverables have been identified.
- No test plans have yet been prepared.
- An IV&V work stream has been planned with which the creation of an overall strategy is one of the activities.
- The Quality Management vendor will be responsible for specifying the controlled stress test activities.

Recommendations

- Work with the Quality Management vendor to develop complete test plans.
- Work with the Quality Management vendor to define the stress test environment.
- Document acceptance criteria and ensure that the appropriate testing resources are in place.
- Document acceptance criteria for non-functional requirements.

Plan Viability: Post Implementation

Plan Viability

●	1.	Completeness of Plan
●	2.	Project Timeline
●	3.	Staff Levels and Skill Sets
●	4.	Project Interdependencies and Interfaces
●	5.	Business Implementation Approach
●	6.	Technical Platform and Support
●	7.	Stress Test
🟢	8.	Post Implementation
●	9.	Overall Quality Assurance
●	10.	Program Management Environment

Best Practices

- Establish Post Implementation Review process.
- Schedule Post Implementation Review.
- Focus on assessing the following:
  - Quality of deliverables
  - Benefits realization
  - Organizational impact

Key Findings

- Work steps and deliverables for enhancement and operate & manage have been identified.
- A benefits realization timeline was created as part of a cost-benefit analysis while planning for this program.
- Throughout the program, an independent assessment will be carried out at agreed upon major project milestone dates.
- An independent Post Implementation Review is planned.

Recommendations

- Develop the ongoing operations support processes.
- Schedule independent assessments at various points throughout the program.
- Identify business sponsors to own realizing benefits.

Plan Viability: Overall Quality Assurance

Plan Viability
● 1. Completeness of Plan
● 2. Project Timeline
● 3. Staff Levels and Skill Sets
● 4. Project Interdependencies and Interfaces
● 5. Business Implementation Approach
● 6. Technical Platform and Support
● 7. Stress Test
● 8. Post Implementation
● 9. Overall Quality Assurance
● 10. Program Management Environment

Best Practices

- Ensure that quality requirements are clearly communicated to all the project team members.
- Ensure that responsibility for quality is delegated to all the team.
- Ensure that decision requests are made with appropriate timing.
- Ensure there are Quality Control measures in place throughout the project cycle.
- Ensure that acceptance criteria and the process for acceptance is established for each deliverable.

Key Findings

- Quality management is a work stream in the CHILDS Replacement Program (Guardian) roadmap and will include performance and security testing.
- Resources and required roles have been identified for quality management (including testing).
- There are plans to build a detailed quality assurance plan.
- Program intends to leverage 3rd party vendors.

Recommendations

- Create a detailed quality assurance plan.
- Assign ownership and responsibilities of the QA plan.
- Develop integration and regression testing plans.
- Include performance and non-functional test criteria and tasks.
- Develop user acceptance strategy and define the acceptance process.
- Continue to leverage 3rd party vendors to support QA processes.

Plan Viability: Program Management Environment

Plan Viability
● 1. Completeness of Plan
● 2. Project Timeline
● 3. Staff Levels and Skill Sets
● 4. Project Interdependencies and Interfaces
● 5. Business Implementation Approach
● 6. Technical Platform and Support
● 7. Stress Test
● 8. Post Implementation
● 9. Overall Quality Assurance
● 10. Program Management Environment

Best Practices

- Establish a PMO as oversight for all project initiatives.
- Develop and implement standard templates and processes.
- Provide project management support.
- Document project management best practices.

Key Findings

- It is well understood that the CHILDS Replacement Program (Guardian) is a program of projects that will all need to be managed closely.
- The PMO team will primarily be responsible for governance management, financial management, and procurement support.
- Resources and required roles have been identified for program management.
- A Program Manager has been hired and is currently building out the team.

Recommendations

- Develop project management artifacts and templates as required.
- Ensure Project Governance is in place to meet Government legislation requirements.
- Build out the program management team.
- Resource both technical and solution architects to support program management.
- Publish schedule for regular management meetings.

Project Management Practice: Communication Management

Project Management Practice

🟢	1.	Communication Management
⚪	2.	Risk Management
⚪	3.	Scope Management
⚪	4.	Schedule Management
⚪	5.	Quality Management
⚪	6.	Financial and Contract Management
⚪	7.	Resource Management
⚪	8.	Stakeholder Management
⚪	9.	Organizational Change Management

Best Practices

- Develop communications plan.
- Schedule regular meetings with sponsor, stakeholders and project team members.
- Create and distribute regular project status updates.

Findings

- The program reports regularly on the status to key stakeholders
- A detailed communications plan is currently being developed. The plan will include both internal and external components with a marketing focus.
- Monthly status reporting is planned.
- The project team is currently in the process of creating the standardized status reporting structure.

Recommendations

- Complete communications plan.
- Ensure all stakeholders included in the communications plan.
- Document approach to keep all stakeholders and project team members informed on project progress and potential impacts.

Project Management Practice: Risk Management

Project Management Practice
● 1. Communication Management
🟢 2. Risk Management
● 3. Scope Management
● 4. Schedule Management
● 5. Quality Management
● 6. Financial and Contract Management
● 7. Resource Management
● 8. Stakeholder Management
● 9. Organizational Change Management

Best Practices

- Conduct a high-level risk assessment to identify and define all risks.
- Document risks.
- Establish regular risk reviews.
- Create risk mitigation plans.

Findings

- Key program risks are documented in the PIJ along with high-level risk mitigation strategies.
- Risks were also assessed as a part of the alternatives analysis documented in the PIJ.
- Additional risk action plans will be created with the program manager.

Recommendations

- Complete a risk register with detailed risk action plans.
- Incorporate risk reviews as part of project execution strategy on a regular basis (e.g. quarterly).
- Develop an issue log to track separately from risks

Project Management Practice: Scope Management

Project Management Practice

●	1.	Communication Management
●	2.	Risk Management
●	3.	Scope Management
●	4.	Schedule Management
●	5.	Quality Management
●	6.	Financial and Contract Management
●	7.	Resource Management
●	8.	Stakeholder Management
●	9.	Organizational Change Management

Best Practices

- Document the project scope.
- Identify both in-scope and out-of-scope items.
- Review and obtain scope sign-off from project sponsor.
- Change control procedures have been defined and documented for managing changes to the project plan.
- All in-scope deliverables are identified and reflected in the project plan.

Findings

- The program scope is summarized and documented.
- The IAPD and scope have been approved.
- This program uses the ADOA-ASET project change control process.
- In-scope deliverables have been identified and outlined by stage in the roadmap.
- Deliverables have been defined for each known vendor.
- The CHILDS Replacement Program (Guardian) scope will be documented in a PIJ.

Recommendations

- Complete PIJ documentation.
- Review and manage program scope on a regular basis.

Project Management Practice: Schedule Management

Project Management Practice

○	1.	Communication Management
○	2.	Risk Management
○	3.	Scope Management
●	4.	Schedule Management
○	5.	Quality Management
○	6.	Financial and Contract Management
○	7.	Resource Management
○	8.	Stakeholder Management
○	9.	Organizational Change Management

Best Practices

- Create a high-level schedule that clearly identified the major milestones and the dependencies between work components.
- Utilize a project management tool to manage the schedule.
- Publish the schedule to all stakeholders.
- Regularly review the schedule.
- Divide the project schedule into appropriate phases, tasks and activities.
- Add resourcing and detail estimates to the schedule.
- Track actual versus plan.

Findings

- A high-level schedule has been documented in the CHILDS Replacement Program (Guardian) roadmap.
- High-level time estimates and durations have been documented. More details are to be added as the project manager(s) begin work.
- Program manager plans to build a Work Breakdown Structure to track resources, tasks, deliverables, and dependencies.

Recommendations

- Create detailed program schedule.
- Create and maintain resource-constrained and/or resource-levelled schedules.
- Begin tracking actual progress against planned schedule.

Project Management Practice: Quality Management

Project Management Practice

○	1.	Communication Management
○	2.	Risk Management
○	3.	Scope Management
○	4.	Schedule Management
●	5.	Quality Management
○	6.	Financial and Contract Management
○	7.	Resource Management
○	8.	Stakeholder Management
○	9.	Organizational Change Management

Best Practices

- Develop an overall quality management process and plan.
- Ensure the quality management plan addresses both technical and business (process) issues.
- Develop specific acceptance criteria including functional, non-functional and business process items.
- Develop the quality management plan at the beginning of the project – actively manage throughout the project delivery process.

Findings

- Quality management standards and processes are identified by Arizona Strategic Enterprise Technology (ASET).
- Quality management is a work stream in the CHILDS Replacement Program (Guardian) roadmap and will include performance and security testing as well as oversight.
- Resources and required roles have been identified for quality management (including testing).

Recommendations

- Develop a detailed quality management plan.
- Formally assign quality management responsibilities.
- Begin sourcing for required quality management and testing roles as appropriate.

Project Management Practice: Financial and Contract Management

Project Management Practice

●	1.	Communication Management
●	2.	Risk Management
●	3.	Scope Management
●	4.	Schedule Management
●	5.	Quality Management
🟢	6.	Financial and Contract Management
●	7.	Resource Management
●	8.	Stakeholder Management
●	9.	Organizational Change Management

Best Practices

- Develop the project budget.
- Focus on estimating, forecasting, budgeting and tracking of financials.
- Identify legally binding requirements that involve the customer, the project team, and providers of services.
- Monitor adherence to all agreements.
- Manage subcontractors on the work to be performed, coordinate the subcontractor's activities, and track and review the subcontractor's performance and results.

Findings

- IAPD details a cost / benefit analysis for the proposed CHILDS Replacement Program (Guardian) and the cost allocation methodology.
- The program budget has been developed including the high-level estimation and forecasting of financial information until 2021. Financials are summarized by phase, period, asks, and by FTE types.
- ROI has been calculated and visualized in a ROI forecast chart.
- High-level vendor roles and responsibilities have been outlined in the roadmap.

Recommendations

- Continuously monitor financials against the project budget.
- Secure a resource with procurement management analysis and experience with Government Procurement procedures and processes.
- Manage the spend against funds received.

Project Management Practice: Resource Management

Project Management Practice

- 1. Communication Management
- 2. Risk Management
- 3. Scope Management
- 4. Schedule Management
- 5. Quality Management
- 6. Financial and Contract Management
- 7. Resource Management
- 8. Stakeholder Management
- 9. Organizational Change Management

Best Practices

- Clearly establish project objectives and success factors, and delegate responsibility based on work expertise and workload.
- Establish clear tasks and activities for each project team member so they know what needs to be accomplished.
- Avoid a project plan that is dependant on any one resource.
- Determine the skill set mix (senior vs junior) / (contract vs fulltime).
- Determine the resource needs and match to availability.

Findings

- IT staffing plans have been created to determine staffing needs as documented in the roadmap and the FTE Summary in the budget.
- CHILDS Replacement Program (Guardian) staffing roles have been identified and categorized as either ADCS or contracted.
- Staffing roles have been defined and documented.
- Staff assignments are in progress.
- External resource needs have been identified.

Recommendations

- Complete staff assignments to the project plan.
- Hire appropriate resources based on resource needs.
- Manage resource availability and backup resource requirements.

Project Management Practice: Stakeholder Management

Project Management Practice

●	1.	Communication Management
●	2.	Risk Management
●	3.	Scope Management
●	4.	Schedule Management
●	5.	Quality Management
●	6.	Financial and Contract Management
●	7.	Resource Management
🟢	8.	Stakeholder Management
●	9.	Organizational Change Management

Best Practices

- Create a stakeholder register to identify which stakeholders to communicate with.
- Conduct one-on-one meetings with key individuals.
- Inform team members on the importance and influence of different stakeholders, as well as the appropriate method to manage stakeholders.
- Create communication protocol on how information is transmitted. The protocol should include who is responsible for maintaining and monitoring stakeholder communication, and the frequency and format of the communication plan.

Findings

- An ADCS Organization Chart, the ADCS IT responsibilities, and the State and Contractor Project Management Teams Chart have been outlined in the roadmap.
- Internal and external stakeholders have been regularly informed of the initiative and have been a part of developing the roadmap.

Recommendations

- Create a stakeholder register to identify relevant stakeholders to communicate with.
- Conduct regular meetings internally.
- Develop stakeholder program management and establish on-going communication protocols with stakeholders.

Project Management Practice: Organizational Change Management

Project Management Practice

●	1. Communication Management
●	2. Risk Management
●	3. Scope Management
●	4. Schedule Management
●	5. Quality Management
●	6. Financial and Contract Management
●	7. Resource Management
●	8. Stakeholder Management
🟢	9. Organizational Change Management

Best Practices

- Build an Organizational Change Management Plan
- Address key points such as:
  - Engagement,
  - Quick Wins and Bright Spots,
  - Emotional Appeals,
  - Cultural Factors,
  - Environmental Factors

Findings

- ACDS intends to select a Business Integrator vendor who will create and manage an Organizational Change Management plan for the overall CHILDS Replacement Program (Guardian) solution.
- The Business Integrator vendor will identify and manage training tasks.

Recommendations

- Work with the Business Integrator vendor to develop a formal organizational change management plan that includes the approach and specific tasks. Validate the organizational fit of the plan.
- Monitor impacts to organization as changes are implemented and processes are changed.
- Proactively manage the transition as it impacts user experience.

Appendix B: List of Interviewed Stakeholders

List of Interviewed Stakeholders

Interviewees		
Name	**Project Role**	**Job Role**
Linda Jewell	Program Owner	CIO
Vincent (Vinnie) Hrabrich	Program Manager	Program / Project Manager
Joe Baile	Lead Consultant, PCG	Business Architect / Analyst
Mike Dellner	Executive Sponsor	Deputy Director, Operations, DCS