

Draft Document

## STATE OF MICHIGAN

SACWIS Planning Department of Human Services  
Strategic Implementation Plan:  
Project Staffing

**Executive Summary**

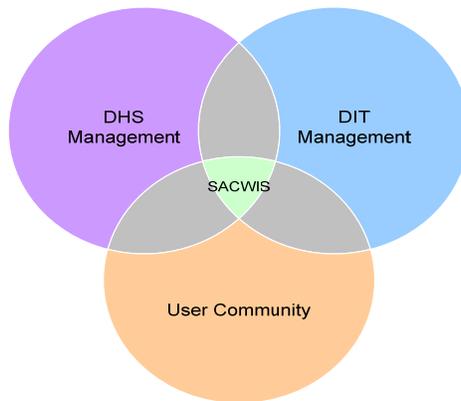
The State of Michigan has dedicated integrated team of resources for the Statewide Automated Child Welfare Information System modernization project. The office consists of program specific subject matter experts in areas of foster care, adoption, and children's protective services and information technology. Additional roles have been planned for deployment based on increased responsibilities of key milestones in the project. The business implementation change management roles within the organization structure will drive vision, instilling new values, attitudes, norms, and behaviors within an organization that support new ways of doing work and overcome resistance to change. These SACWIS team members will execute an implementation which includes direct engagement of worker staff with every key process of design within the project lifecycle. This includes directing the project to build consensus among stakeholders on specific changes designed to better meet the business need.

The adaptation of a 3 tiered governance model was instituted during the planning phase and will continue to grow as the project is fully staffed.

The State will have oversight of the SACWIS project through several means. This will include strategic direction and guidance from an executive committee made up of upper-level management within DHS and DIT as well as guidance and feedback from an operational steering committee composed of the various bureau managers with policy, field, and data unit representation. Both these steering committee members must include key stakeholders. In addition, there will also be a weekly project management meeting that will include State, Quality Control-IV&V Vendor and DDI Vendor management that executes the day to day project and operations.

Governance will include all key stakeholders; therefore a user committee of internal and external users will play a vital role in every phase of the project including reporting to the Project Management Team, Operational Steering Committee and Executive Committee.

Key stakeholders are usually identified as managers that provide oversight of the project and are the source of revenue, staffing, information technology and policy. However, MI SACWIS team understands that the key stakeholders are not just Steering Committee members that provide oversight of the project they are also the user community which are directly affected by the overall direction of this project. Therefore, there are three primary categories that will be including as Key Stakeholders that will work together to ensure a quality SACWIS System.



1. BCAL
2. Child Placing Agencies
3. Private Agencies
4. Front Line Staff
5. Supervisors
6. Clerical



## **Governance Methodology**

### **Executive Committee**

The Executive Committee consists of the Director of Children’s Services Administration, the Deputy Director for Children’s Services and Children’s Field Operations and the Information Officer of the Technology. This Committee has responsibility for the overall management of the project, provides executive decision-making and provides overall strategic support. The State SACWIS Program Director is directly responsible to this Committee for the overall operation of the project. Responsibilities of this Committee include:

Coordinate with various areas of the Department to champion for resources, including funding, personnel, equipment, space, etc.

Provide advice and direction to the SACWIS Program Director on strategic and departmental issues that may impact the project

Update entities outside the Department, such as the Governor’s Office and the State Budget Office, on the status of the project

Provide final “problem resolutions” when issues are escalated to this level of management.

### **Operational Steering Committee**

The Operational Steering Committee plays a vital role in ensuring the success of the SACWIS project. The Steering Committee is the entity which provides day to day guidance to the Project Team, defines overall policy which dictates the functionality of the system, ensures availability of key resources, and provides a liaison with key interdepartmental and contractual entities. The Steering Committee is chaired by the SACWIS Program Director and will have primary responsibility for monitoring the progress of the Project. The Steering Committee meets monthly and is available on an as-needed basis to ensure that the project meets its objectives. Responsibilities of this Committee include: Coordinating with the Deputy Commissioners, division directors, and county directors to obtain support for the Project and help develop solutions to problems that result from project development and implementation; representing the interests of users in regard to high level Project decision making; Ensuring the availability of adequate program support for the Project. This includes identifying and making available key staff that can provide expertise to the project as needed; providing daily coordination with Departmental entities; providing highly visible support for the Cultural Change Management Campaign and system implementation.

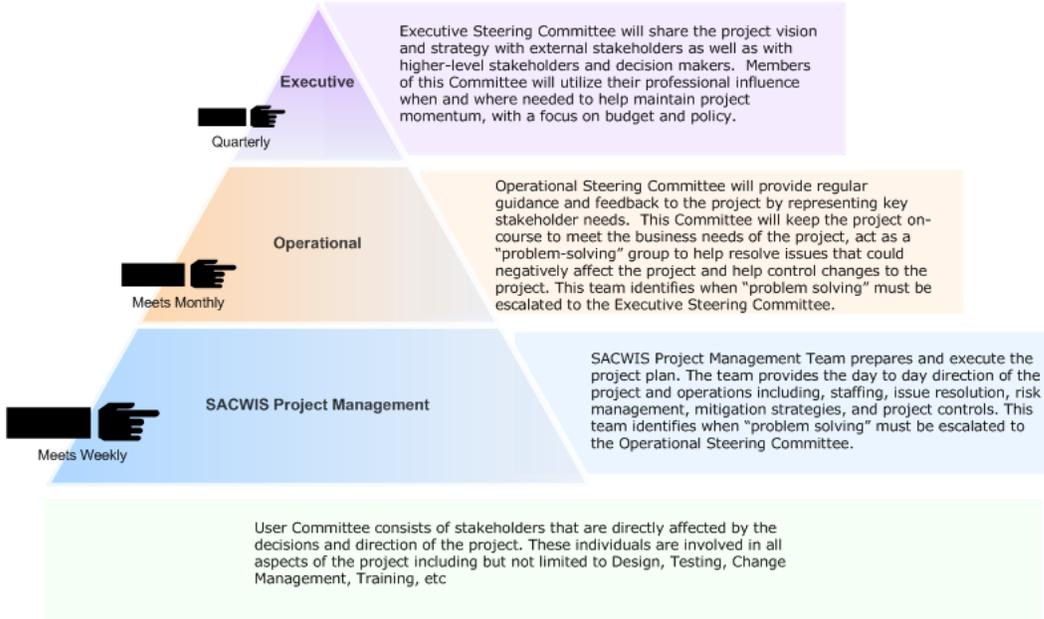
### **SACWIS Project Management**

The day-to-day management and oversight of the project is the responsibility of the core Project Management Team. This team is assigned full-time to the project and will have direct responsibility for ensuring that agreed-upon schedules are adhered to and that the project continues to move forward. The Project Team will ensure that risks and issues are addressed promptly and that the project stays on schedule and the projects progression demonstrates MI goals.



Governance Table

A governance structure consists of key stake holders and project sponsorship. SACWIS Project. Governance Structure:



**Key Field County Office Staff**

DHS has both internal and external users and they will have a vital part in every phase of the project. User groups are used in the following areas: functional requirements, change management, conceptual design, detail design, user acceptance testing and in other project efforts.

Geographically there are 83 counties within Michigan operate under the same policies and practices in child welfare. The business processes within the local county offices are unique. It is for those differences that all regions of Michigan will be participating in roles through out the lifecycle of this project. The worker/field staff will be essential to design and implementation of this new statewide system.

Key personnel within this team membership included:

- County Subject Matter Experts Business Analysts (SMEs)
  - Statewide Field Operations Super Users
  - Trainers
  - User Acceptance Testers
  - Private Agency Foster Care
- Key Administration Project Staff**



The Children's Services Administration CSA Director is the executive sponsor to Michigan's SACWIS modernization project. The SACWIS Project Office report through the executive governance which is the executive sponsor is chair.

Within the project office there are the following roles:

- Contracted Project Control staff that includes quality control, a project manager and independent verification vendor.
- State Business Policy Program
- State Technical staff for development and maintenance

### **Position Description Summaries**

#### **The SACWIS Program Director**

This position is the leader of the entire project. They provide vision of clarity, aligning stakeholders, enforce standards, and execute the develop design and implementation plan for the SACWIS modernization. They are the owner of the project and report to the executive sponsor of the project Kathryn O'Grady, Director of Children's Administration.

This position oversees;

The Business Implementation process,

- The Project management
- Requirements and Deliverables process
- Pilot operations are intended to measure all facets of SACWIS in a live county environment including: performance,
- Readiness, Risk Containment
- Pilot County Selection Criteria Urban Field County Operations Recruitment
- Diverse case loads, manageable number of workers, no significant data issues
- Field resource recruitment available "super users"

#### **The SACWIS Project Manager**

This position is needed within the context of the development, design and implementation phases of this project. This positioned of Senior Project Manager is a contracted position. This position will report directly to the overall SACWIS Program Director. This person is responsible for delivery of a SACWIS compliant system. Delivery includes oversight and management of inputs provided by DHS, DTMB, and a SACWIS Development, Design, and Implementation (DDI) vendor. Delivery of a SACWIS compliant system includes but not limited to;

- validation of functional requirements,
- data conversions,
- multiple types
- iterations of testing,
- implementation of software system release



#### IV & V position within the Michigan Project

The independent verification and validation for Michigan's project is contracted position. This individual will provide the general services and deliverables in the proposed work plan must include, but are not limited to, the following: Analyze project management and project management processes; evaluate resources, budget, schedules, workflow and reporting.

- Review and analyze planning documents.
- Review and analyze project software development documents. .
- Perform a detailed review of the quality assurance processes defined within the request for proposal to ensure that the selected vendor will be providing the appropriate level of quality oversight.
- Perform a detailed review of configuration management function/organization by reviewing CM reports and making recommendations regarding appropriate processes and tools to manage system changes.
- Perform a detailed review of requirements for accuracy, completeness, and adherence to a cost for vendor procurement.
- Review the process for tracking of business and technical requirements to their source and review the process established during the planning phase for requirements traceability throughout the subsequent development and implementation phases.
- Review the plan for traceability of system requirements to design, code, test, and training.

#### Quality Control

The QA Contractor shall perform a risk assessment on the Development Contractor's most recent Project Plans including the Project Schedule, Software Development Plan, Facility Plan, Configuration Management Plan, Data Conversion Strategy, Testing Strategy, Post-Implementation Support Strategy (for on-going operations and maintenance), Training Strategy, and Certification Checklist where applicable. This risk assessment shall take into account work product and Project level considerations, including at a minimum:

- Feasibility of the technical solution
- Sufficiency of security controls
- Sufficiency of Project components and processes
- Sufficiency of Project budget,
- Quality Assurance Testing

#### Business Change Management Integration Manager

The position will manage the work unit responsible for the design of SACWIS and implementation change management strategy. Position will be responsible for overseeing the development and implementation of new strategies and the associated work



processes, systems enhancements, and policy changes, to improve the child welfare automated system and to avoid federal penalties and sanctions. Business Initial Implementation Training, post support maintenance refresher training.

#### SACWIS Requirements Deliverables Manager

Manages a team of analysts to verify requirements, recognize gaps within the requirements. The position within the project will also act as a gatekeeper of key deliverables throughout the course of the development and design vendor contract. This manager will work with all project analysts in reviewing and giving feedback of deliverables. The manager may on occasion facilitate internal meetings/sessions that are development and design related. The contract manager will report to the deliverable manager. The contract manager will be responsible for the exit stage forms and invoices.

#### Business User Acceptance Testing Manager

This is a dedicated manager that will recruit field testers and coordinate with SACWIS analyst to complete UAT function on the business side. This manager will coordinate with the QAT IT manager for version release. This manager will be responsible for the individuals that write test scenarios and UAT

#### Business Post Support Help Desk

This manager will be responsible for all communications postings for version releases and coordinating within the project and across other agency systems. This manager will manage a group of subject matter experts in child welfare systems to answer help desk tickets.

#### Training Coordinator

This position will coordinate and lead a group of business trainers to complete an initial statewide training. The position will work with the DDI and the training resources within the state to assist in writing the curriculum, user guide and stand up delivery of just in time training. The training plan includes regional classroom training just prior to rollout. Design of web-based training available before and during implementation to assist the field with maintenance phase.



Roles for State Positions Grid

State Position	Role Description
SACWIS Program Director	<p>The Project Director monitors all aspects of the Planning Phase including resource allocation to ensure that the project proceeds in a timely and cost-efficient manner to accomplish its objectives. The project director reviews and comments on deliverables, provides approval signature authority for final deliverables, participates in the planning and execution of the project and champions with key stakeholders to obtain resources, staffing and management support for the SACWIS project. Directs, or names a designee, regarding the day-to-day SACWIS system availability</p> <p>Establishes DHS SACWIS-related program objectives, goals, and priorities, and determines DHS operating policies and implementation methods</p> <p>Ensures the system functionality meets the needs of the social services program(s), and its priorities by working with the SACWIS Project Manager and DHS Business Manager</p> <p>Reviews SACWIS progress towards DHS goals and objectives and assesses effectiveness of activities and determines changes where necessary within the project contracting structure</p> <p>Advises SACWIS Project in the resolution of sensitive, complex, and/or precedent setting DHS business matters</p> <p>Supports the DHS System Sponsor, and the DTMB Information Officer in Executive Steering Committee engagements and communications. This includes working with legislature, state court administrative office, private child placing agencies, state and federal partners, and other SACWIS stakeholders</p> <p>Directs a responsive agency program team and processes that engages the software user community, program policy and training teams, other agency subject matter-experts and business/agency decision-makers</p> <p>Provides agency approval of new/changed/deleted requirements and change requests by working with SACWIS Project Manager and DTMB Development Division Director</p> <p>The Program Director also provides oversight of the Project Manager.</p>
Project Manager	<p>This position will report directly to the overall SACWIS Program Director. Project Manager position is needed within</p>



State Position	Role Description
	<p>the context of the development, design and implementation phases of this project. This positioned of Senior Project Manager is a contracted position with a criterion of large project management with relevant SACWIS experience. The SACWIS Project Manager leads the SACWIS Program Management Office. The Project Manager for the purposes of project workflow and communication, reports to the SACWIS Manager. The IV &amp; V Contractor and Contract Officer monitor and advise the Project Manager, however, the Project Manager does not directly report to the Contract Officer or IV &amp; V Contractor. The Project Manager solicits input from and works with the DDI and QC Contractors, DHS Business Manager, and DTMB IT Manager to deliver the project.</p>
<p>SACWIS Requirements Deliverables Manager</p>	<p>Manages a team of analysts to verify requirements, recognize gaps within the requirements. The position within the project will also act as a gatekeeper of key deliverables throughout the course of the development and design vendor contract. This manager will work with all project analyst s in reviewing and giving feedback of deliverables. This role reports the Project Manager managing all the requirements throughout the life of the project. This includes leading Change Control Meetings or working with the Change Management Coordinator when requirement changes are requested. This includes working with the DDI contractor on contractual obligations for requirement changes, and updating changes in requirement database software. In addition, this role works with the DHS Business Manager to ensure the design meets all the business requirements and to ensure all testing scripts validate all requirements.</p> <p>The Deliverables Lead gathers, facilitates consensus and ensures feedback is actionable and maintains primary responsibility for the timeliness of State feedback of deliverables. In addition, this role tracks each deliverable submitted, the status of the deliverable and prepares resources for the review prior to submission. This role will also provide administrative support to the DHS Business Manager. As it relates to contract deliverables, the role also monitors contractual obligations, which supports the Project Manager’s and Contract Officer’s efforts. Managing system technical</p>



State Position	Role Description
	<p>deliverables will require engagement and approval from the DTMB IT Manager. The role also prepares Exit Stage forms for the DHS Business Manager and Project Manager. Collaboration and support from the DTMB Technical Applications Lead will be required.</p>
<p>SACWIS Business Design/Implementation Manager</p>	<p>The chief responsibilities of this manager are to lead a team of analysts in changed management activities with the field and policy program office for the implementation of SACWIS. The position is also responsible for the oversight of design sessions and recruitment of liaison for the development of this system. The Business Team Lead oversees all aspects of the Business Analysts, business subject matter experts, and co-facilitates the User Group Committee. This individual is the State Lead for User Acceptance Testing (UAT) activities, project scope, requirement change request approvals, business issue resolution, and business risk mitigation. The DHS Business Manager reports directly to the Project Manager. This role also collaborates closely with the Deputy Project Manager and the DTMB IT Manager on a day-to-day basis regarding project operations. DHS has a non-project related support structure which provides for a strong relationship between the DHS Business Manager, and the DHS SACWIS Manager, and weighting of DHS Business Manager input by the Project Manager will be required. The nature of this role will also necessitate substantial and frequent contact with the DDI and QC managers.</p>
<p>SWSS/SACWIS Help Desk Communications Manager</p>	<p>This manager will be responsible for all communications postings for version releases and coordinating within the project and across other agency systems. This manager will manage a group of subject matter experts in child welfare systems to answer help desk tickets. This manager's primary responsibility is to develop, execute, and maintain the SACWIS Communication Plan which is incorporated into the SACWIS Project Plan. The Communication Lead is responsible for all the communication, training, change management, support desk and business transition. This individual is responsible for leading the communication between the legacy team and SACWIS project staff, between</p>



State Position	Role Description
	Stakeholders and SACWIS, and facilitates communication between policy units, field staff, and the SACWIS team. The Communication Lead also, creates newsletters to keep all stakeholders up-to-date on project status and improvements to come. The role will rely on the Training, Change Management and Support Desk Coordinators for day-to-day project operations in their respective areas.
User Acceptance Testing Manager	This is a dedicated manager that will recruit field testers and coordinate with SACWIS analyst to complete UAT function on the business side. This manager will coordinate with the QAT IT manager for version release. This manager will be responsible for the individuals that write test scenarios and UAT test plans.
Data Conversion Coordinator	This is a technical position that will lead a team to convert all necessary data from SWSS to the new system. This position is key to working with the business design lead and the help desk manager. The DM Coordinator reports to the DTMB DW Lead, and also works closely with the DTMB Technical Application Lead, DHS BA Leads, and oversees the DDI Data Migration/Conversion designee. The DM Coordinator ensures the DDI technical data migration approach meets the agreed upon business requirements, complies with the projects Quality Plan, and is consistent with the DW Lead's approach to deliver the DHS reporting product. This role is responsible to coordinate with both the business team, technical team (including database associates) and the Data Warehouse Lead, to ensure migrated data is available in an efficient usable format, to the extent stipulated in the signed-off requirements.
Technical Manager	Manages developers for maintenance and enhancements to new system including data warehouse. The DTMB IT Manager leads the technical team and oversees all technical aspects of the application development, data migration and Data Warehouse. This includes technical resource allocation for the team to ensure that the project proceeds in a timely and cost effective manner. The DTMB IT Manager also reviews all technical deliverables and provides input to the Project Manager regarding approval of technical deliverables. This role is the State technical-DTMB lead on technical project



State Position	Role Description
	<p>scope, technical requirement change request approvals, technical issue resolution, and technical risk mitigation. The DTMB IT Manager reports directly to the Project Manager. This role also collaborates closely with the Deputy Project Manager and the DHS Business Manager on a day-to-day basis regarding project operations. DTMB also has a non-project related support structure which provides for a strong relationship between the DTMB IT Manager and the DTMB Development Division Director. The nature of this role will also necessitate substantial and frequent contact with the DDI and QC managers.</p>
SACWIS Analysts	<p>The majority of the business focus of this analyst will be training assistance and user acceptance testing Implementation these staff will act in the role of subject matter experts in business, facilitating design sessions, testing the development, and eventually training the application.</p>
Project Analysts	<p>The project analysts have specialty roles within requirements and deliverable process. They will complete daily gap analysis, and review the deliverables. Administratively work within the procurement process in contract support function. This analyst will report directly to the Deliverable and Receivables Manager.</p>
SWSS/SACWIS Help Desk Analysts	<p>The primary task of these analysts would be to first responders to the designated field staff system calls. The staff would organize within their team to troubleshoot system issues and assist field in navigational problems. This team will coordinate with the field administration analysts and policy analyst as appropriate to resolve cause of problems.</p>
Technical Developers	<p>Through out the milestones of the project the information technology developers for the application, the data ware house and conversion are functioning with the DDI vendor to improve the transition into maintenance.</p>
SACWIS Deputy Project Manager	<p>The SACWIS Deputy Project Manager's primary responsibility is to support the Project Manager and, is responsible for the day-to-day project operations in the SACWIS PMO. The Deputy Project Manager reports to the SACWIS Project Manager, and is supported by the DTMB PMO Director, and shared DTMB PMO resources.</p>



State Position	Role Description
	<p>This role collaborates to a lesser extent, than the Project Manager, with the Development Division Director, and Leveraged Services Director. The Deputy Project Manager works on a day-to-day basis with the DDI and QC managers to deliver the project. Another primary Deputy Project Manager responsibility is working closely with the DHS Business Manager, and DTMB IT Manager to coordinate work with the contractors (i.e., DDI and QC vendors). This person is the master scheduler for the entire project life cycle. They report weekly on the operations tier on status.</p>
<p>IV &amp;V</p>	<p>This contract is independent of the DDI, QC and PM vendors. This is an independent validation and verification of SACWIS providing industry stand deliverables. This individual will provide the general services and deliverables in the proposed work plan.</p>
<p>Quality Control</p>	<p>The QC Contractor shall perform a risk assessment on the Development Contractor’s most recent Project Plans including the Project Schedule, Software Development Plan, Facility Plan, Configuration Management Plan, Data Conversion Strategy, and Testing Strategy.</p>



### Staffing Count

Project Staffing: October 1, 2011 to December 31, 2012

Dedicated staffing will be phased as the role becomes necessary in project time lines. At crest, state staff will be approximately 34 individuals. Multiple duties are not reflected within the state positions column below. The tester, trainer, developer, business analysts and contract support are all functions within an analyst level position for the project. Field staff will be engaged through out the project. The goal for Michigan is to have field staff participation from every level and geographic region within each stage of the project.

State Position	#
State Program Director	1
Project Manager Contractor	1
State Deputy Project Manager	1
State Business Implementation Design Manager	1
State Contract Support	1
State Deliverables & Requirements Coordinator	1
State Business Analysts SME	1
State Administrative Support	1
State Training Coordinator	1
State UAT Coordinator	1
State Communication Lead	1
State Trainers	8
State Testers	6
State Technical Manager	1
State Technical Developers/Technicians	12
State Data Integration Lead	1
State Field Worker Session Participants	NA
Development Design and Implementation Vendor	TBD
IV&V Contractor	1
Quality Control Contractors	6-8



State Organizational Chart Key Staffing  
Organizational Chart

The project has an integrated team of state business program staff, state technical staff and contracted project management staff.

