

APPENDIX L: PROJECT ORGANIZATION

The following sections briefly describe organization of the ASSIST SACWIS project, describes the various entities as well as the roles and responsibilities of the various committees and organizational levels within the project structure.

COMMITTEE STRUCTURE

ASSIST EXECUTIVE COMMITTEE

The Executive Committee is headed by the Commissioner of the Department of Human Resources and consists of the Deputy Commissioner for Fiscal and Administrative Affairs, the Deputy Commissioner for Family and Children's Services and the Director of the Center for Information Services. This Committee has responsibility for the overall management of the Project, provides executive decision-making and provides overall strategic support for the Project. The Project Director is directly responsible to this Committee for the overall management and progress of the Project. Responsibilities of this Committee include:

- Coordinating with various areas of the Department to obtain resources, including funding, personnel, equipment, space, etc.;
- Providing advice and direction to the ASSIST Project Director on strategic and policy issues that will impact the project;
- Updating entities outside the Department, such as the Governor's Office and the State Finance Director, on the status of the project;
- Providing the ASSIST Project an ultimate venue for dispute resolution.

ASSIST STEERING COMMITTEE

The Steering Committee provides ongoing guidance to the Project, 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 Deputy Commissioner for Children and Family Services and will have primary responsibility for monitoring the progress of the Project. The ASSIST Steering Committee meets monthly and is available on an as-needed basis to ensure that the Project meets its objectives. The Deputy Commissioner, with input from the ASSIST Project Director and Program and Technical Managers, sets the meeting agenda. Other members consist of Legal Counsel, Director of Family Services, Director of Adult Protective Services, representatives of the Center for Information Systems, the Department's Division of Finance, and county and State Office user representatives. 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 ASSIST 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 who can provide expertise to the project as needed;
- Providing day to day coordination with Departmental entities;
- Providing highly visible support for the Cultural Change Management Campaign and system implementation.

ASSIST USER COMMITTEE

It remains the philosophy of DHR and the ASSIST Project that user groups are a vital part in every phase of the project. For ASSIST, County Directors and State staff recommend users for the project based on their area of expertise. Users are also selected on the basis of representation from the State office program area and from the Counties based on county size, location, and division of work responsibilities. User groups are used in the following areas: development of the business process diagrams, functional requirements, change management, cost benefit analysis, conceptual design, detail design, development, user acceptance testing and in other project efforts. The User Advisory Committee will be used throughout the project to insure that the Project direction reflects the true needs of users and that the Project outcomes will serve the real world needs of the users.

PROJECT STAFFING

ASSIST PROJECT DIRECTOR

Tom Bernier has been appointed as the new ASSIST Project Director. Mr. Bernier is the former Director of Alabama's Child Support Enforcement Division and has experience in large project management. He is responsible for directing all aspects of the project and coordinates decisions with appropriate program and technical personnel to ensure that ASSIST is fully Federal- and State-compliant. The Project Director works with the Center for Information Services, Family and Adult Services and the Deputy Commissioner for Children and Family Services to provide leadership and direction for the project. Responsibilities include:

- Monitor and maintain the project work plan, project schedule, costs, and resource allocation to ensure that the project proceeds in a timely and cost-efficient manner to accomplish its objectives;
- Responsible for ensuring that the project stays on schedule and that resources and strategies are in place to support the project;
- Coordinate all relevant issues related to the project with the Vendor Project Manager, project staff, teams and other State personnel, as appropriate;
- Coordinate the activities of the Program and Technical Project Managers;
- Inform the ASSIST Steering Committee of the status of the project, and obtain concurrence and/or approval for project direction/work products, as appropriate;
- Advise the Deputy Commissioner for Children and Family Services, Center for Information Systems, Family Services, and Adult Services Directors of any deviation to project plan;

- Negotiate with representatives of the vendor on change orders, dispute resolution, etc.; and
- Review contractual documents to ensure adherence to departmental policy, federal/state specifications and requirements, and conformance to statement of work requirements.

ASSISTANT TO THE PROJECT DIRECTOR

Jeff Barnes has been selected to serve as the Assistant to the Project Director for the ASSIST project. Mr. Barnes has served as functional project manager on a state Child Support project and has project management experience via other initiatives within DHR. This position reports to the Project Director and is responsible for the coordination of all aspects of the project and for insuring that the work of State and vendor entities is smoothly integrated. Responsibilities include:

- Primary agency monitor for schedule and contract compliance;
- Primary point of contact with the Contract Monitor;
- Responsibility for maintaining the risk management plan;
- Primary point of contact with Federal representatives.

ASSIST PROGRAM MANAGER

Deborah Langham, the ASSIST Program Manager, coordinates the functional aspects of the project and coordinates decisions with appropriate functional staff to ensure that ASSIST is fully Federal and State compliant. Ms. Langham is a long-time Family and Children's Services Division employee and has served on the ASSIST Project for several years. The Program Manager works with sponsors from the Family Services Division, the Adult Protective Services Division, the Deputy Commissioner for Children and Family Services, and the Project Director to provide leadership and direction for the functional aspects of the project. Responsibilities include:

- Assist with monitoring the project work plan, project schedule, costs, and resource allocation to ensure that the project proceeds in a timely and cost-efficient manner;
- Coordinate relevant functional issues related to the project teams and other State personnel;
- Assist with coordination of the activities of the functional project team leads;
- Provides recommendations to the Project Director concerning final review, approval, rejection, or correction of project deliverables; and
- Assist the Project Director in advising ASSIST Steering Committee of the status of the project, and obtaining concurrence and/or approval for direction/work products.

ASSIST TECHNICAL MANAGER

Allyson Venable, the ASSIST Technical Manager, coordinates the technical aspects of the project and decisions with appropriate technical staff to ensure that ASSIST is fully Federal- and State-compliant. Ms. Venable is a Senior Programmer Analyst with DHR CIS and brings valuable technical and managerial talents to the project. The Technical Manager works with the Director of the Center for Information Services, Deputy Commissioner for Fiscal and

Administrative Services, the Deputy Commissioner for Children and Family Services, and the Project Director to provide leadership and direction for the technical aspects of the project.

Responsibilities include:

- Assist with monitoring the project work plan, project schedule, costs, and resource allocation to ensure that the project proceeds in a timely and cost-efficient manner;
- Coordinate technical decisions in conjunction with the Project Director, and the vendor Project Manager;
- Coordinate the activities of the technical project team leads;
- Provide recommendations to the Project Director concerning final review, approval, rejection, or correction of project deliverables; and
- Assist the Project Director in advising ASSIST Steering Committee of the status of the project, and obtaining concurrence and/or approval for direction/work products.

ASSIST FUNCTIONAL ANALYSTS

The six Functional Analysts report to the Program Manager. The Functional Analysts gather and write the functional requirements to ensure that ASSIST is fully Federal- and State-compliant.

Responsibilities include:

- Develop and refine the functional requirements for ASSIST so that the system design is consistent with Federal and State regulations, Family Services and Adult Protective Services policies, and user work practices;
- Analyze county/state existing processes;
- Recommend county/state process improvements;
- Work with county and state program staff to optimize the accuracy of functional requirements, analyzing user input and recommendations;
- Coordinate with other areas of the agency and/or extra-agency staff so that required information for system design, development, and implementation is obtained
- Recommend requirements to be included and excluded from the system;
- Provide direction to system developers in design, functionality, and screen displays of the application;
- Assist in User Acceptance Testing with Quality Assurance, state and county staff; and
- Provide assistance in the development and delivery of training.

The Functional Analysts team will be augmented significantly during requirements validation as well as during acceptance testing. These increased resources will be composed of subject matter experts from both the State office and the county departments. This will help insure that the requirements as fully defined reflect the needs of the program.

STATE TECHNICAL TEAM

At present, this team is responsible for extensive pre-conversion work that will result in a smoother, more efficient conversion effort when the implementation vendor is on board. The

team will be responsible for maintaining interface activities between legacy systems and new ASSIST during the implementation process and maintain the new ASSIST application once the system has been fully implemented. At present, four individuals have been assigned to this unit. When the project is initiated, staffing levels will increase.

The State Technical Team will ensure that important information is conveyed and passed from the vendor to the State by following the Knowledge Transfer Process, which is summarized below.

- Identify needed skills and knowledge required in each knowledge area;
- Identify state merit staff and classifications required within each knowledge area to maintain the legacy systems including ASSIST.

Once a vendor solution is selected and the vendor staff is in place, the State Technical Team will support the interfaces between the legacy systems and new ASSIST to support rollout. The technology for the new ASSIST application will be identified with the selection of a vendor. State staff will be trained in the skills and technology needed to maintain the new application. The State will initiate and effect continual knowledge transfer from the implementation vendor for the duration of the project. The intent is to have merit staff involved in the development, testing, and implementation of ASSIST so that knowledge transfer is inherent. When the implementation vendor leaves at the conclusion of the contract period, State staff should be well prepared to take over full operation and maintenance of the system.

CONTRACT MONITORING, QUALITY ASSURANCE AND INDEPENDENT VERIFICATION AND VALIDATION

The State plans to outsource the quality assurance, contract monitoring and IV&V project functions to an independent, professional entity. The role of the QA/IVV monitor will be to conduct oversight and validation of the activities and progress of both the Implementation Vendor and State. The QA monitor will validate that all requirements are fulfilled, that the Implementation Vendor and the State meet all contractual obligations, deliverables are in compliance with the contract and that work is performed in compliance with industry best standards. These responsibilities are expected to span the full project lifecycle. The QA monitor will report to the DHR Commissioner and will provide periodic independent progress reports to the Federal oversight agency.

Responsibilities include:

- Monitor project work plan, project schedule, costs and resource allocation to ensure that the project proceeds as specified in the contract;
- Work constructively with both the Implementation Vendor and the State to facilitate the progress of the project.
- Review project deliverables to determine if they comply with the requirements in the contract;
- Identify risks to the schedule and to the overall project as early as possible and suggest mitigation strategies;

- Provide an objective point of view for assessments, reviews, and meetings in order to evaluate overall project health;
- Verify the processes used in the software development, and validate that the products meet the requirements.
- Verify the processes and methodology used in testing and validate the test plans and scenarios; and
- Conduct process audits to ensure vendor processes are followed in accordance with contracts and plans.

The ASSIST project organization chart is attached.

**ASSIST Project
Organization Chart**

