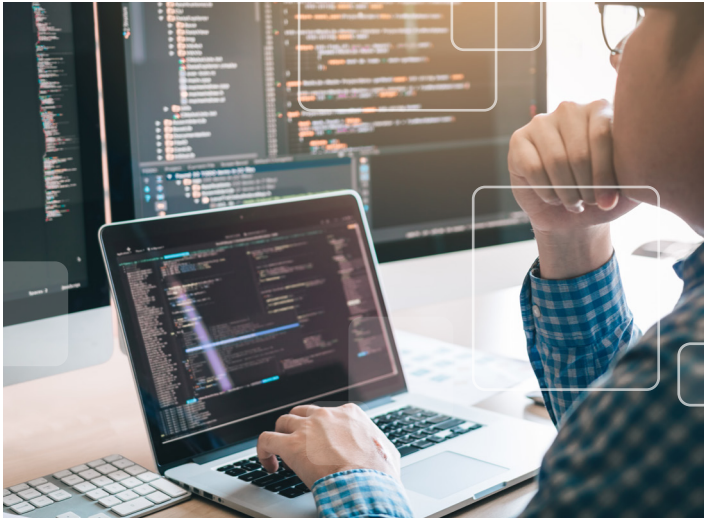


# Advancing management and operations for the offender management system



## Case Study

### The Client

State of California's Department of Corrections and Rehabilitation

### The Project

Project Management Office (PMO) Services for the Strategic Offender Management System

## The Challenge

The State of California Department of Corrections and Rehabilitation (CDCR) was approaching the end of its contract with its original system integrator and was expecting significantly greater responsibility related to managed services, such as project management, analysis of new and changing functionality, testing, and training. The Strategic Offender Management System (SOMS) program's transition from the system integrator proved to be an effort that would take enormous work to plan, implement, and manage.

## The PCG Approach

### Project Management Support

Following the transition from the system integrator to SOMS, CDCR needed to take over all project and release management but did not have the necessary staff to do so. Public Consulting Group's (PCG) project managers helped to fill in the gap by providing project management support for the SOMS program. The project managers' tasks included schedule management, release management, scope management, risk management, change request management, issue management, stakeholder management, quality management, implementation planning and support, and status reporting.

### Business Analyst Support

With the SOMS program's transition from the system integrator, CDCR quickly recognized the need to build its own business analyst (BA) team to complete the work that had been provided by the system integrator's consultants. The state's SOMS team did not include enough business analysts to keep up with the demand of processing outstanding change requests (CRs) and planning for new functionality that was planned and scheduled. PCG's BA

team complemented the state's SOMS team, and in addition, but more significantly, helped train and mentor existing state business analysts and elevated their skills to successfully support the SOMS program. Supported by solutions experts in business process re-engineering (BPR), our consultants continue to provide requirements analysis, documentation, and quality assurance of deliverables.

In addition to PCG's BA team having in-depth knowledge of corrections processes, they understand the importance of adhering to state laws and operational regulations and the necessity of considering current and future laws and regulations during the decision-making process.

For this project, BAs worked closely with subject matter experts (SMEs), stakeholders, the development team, and management. They provided the core information for a CR or new functionality and worked at a detailed level to summarize information related to project status, issues, and risks—to present to management.

### Testing Support

Initially, PCG led the project's user acceptance testing (UAT) efforts by training, guiding, and managing a team of subject matter experts from the institutions that did not have experience in testing. Our team supported the entire testing life cycle from test planning, test case preparation, and test execution through post-implementation summary reporting.

As the state team's experience increased with each successful deployment, and testing support from the system integrator was ending, PCG was instrumental in training and building CDCR's own quality assurance (QA) team. Today, CDCR's QA team supports system testing, UAT and regression and is in the middle of its 17th functional deployment. PCG continues to provide expertise that further enhances, refines, and improves the state's testing process.

## Organizational Change Management (OCM)/ Training Support

After the SOMS program's transition from the system integrator, CDCR needed to take over all organizational change management and training tasks that the system integrator used to manage. CDCR recognized the importance of building a robust training/OCM team to communicate system changes with SOMS end users. CDCR had limited training resources available to keep up with the demand of processing all training needs for all SOMS releases.

PCG provided additional BAs who specialized in OCM and training to assist the SOMS training team. Our firm understands that system development is about getting results for our clients and delivering **Solutions that Matter**. PCG's OCM services are designed to support every engagement with our proven, reliable approach that leads to successful results.

Our firm's OCM approach leverages elements from the Prosci® methodology along with our proprietary tools to guide the process of moving organizations from current state to future state. The Prosci® methodology is a proven industry-standard model that organizes change into a three-phase process with each phase building on the previous one. The three phases are:



This OCM approach supports all changes to SOMS so that end users are prepared—with reinforcements from ongoing training materials and communication.

## The Result

The success of the SOMS program demonstrates PCG's extensive qualifications for managing a single project for the entire system development life cycle (SDLC). Our role in providing high-quality project management, business analysis, testing, and OCM services supported the smooth implementation of SOMS to tens of thousands of users. As CDCR's trusted partner, PCG also assisted with SOMS management and developing CDCR's core team, so they could continue to move the SOMS program forward with confidence.

**Learn more about PMO  
services for strategic offender  
management systems.  
Contact us today!**

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