



Case Study: Indiana Verification and Enforcement of Support

CHALLENGE

The State of Indiana, Department of Child Services (DCS) decided to replace its legacy child support enforcement system with a modern solution, enabling the agency to take a more holistic approach to supporting its clients. The new automated, state-wide system, Indiana Verification and Enforcement of Support (INvest), needed to interface with multiple State and Federal systems and databases, such as Temporary Assistance for Needy Families (TANF) and other social service programs.

The new system also needed to be certified by the Federal Office of Child Support Services (OCSS).

PROBLEM

Due to the complexity of the system implementation, DCS needed Project Management Office (PMO) support to:

- Plan and manage the INvest PMO, in accordance with the INvest Governance Manual
- Create a Project Management Plan (PMP) that clearly explains how the PMO scope of activities will be managed
- Create an overarching Master PMP that documents how the project teams interact with each other and defines standard project-wide processes
- Work with the Design, Development, and Implementation (DDI) vendor management team and the DCS management team to facilitate the project schedule, cost, and quality efforts
- Implement diligent project management standards to keep the project on track, while managing project scope, quality, schedule, cost, and risk
- Work closely with the project executive to track delivery and review of DDI, Quality Assurance (QA), Business Process Analysis (BPA), and Independent Verification and Validation (IV&V) deliverables
- Implement other best practice project management techniques to keep INvest on track
- Obtain Federal certification and secure Federal funding

In addition, due to the nature of child support services, it was imperative that the implementation of the new system did not negatively impact recipients receiving payments.



SOLUTION

netlogx has been supporting the State of Indiana with technology transformations since the company's inception in 1998. Among other projects, netlogx provided PMO support to the State for a similarly complex, multi-year IT system replacement, when we assisted the Family and Social Services Administration (FSSA) with implementing a new Medicaid Management Information System (MMIS). This system replacement also required Federal certification.

As a result of our success with the MMIS and other projects, coupled with our knowledge of child support regulations, DCS engaged netlogx to establish a PMO for the INvest project.

The netlogx INvest PMO team leads the entire project team, communicating project status updates, potential risks/issues, and ensures work deliverables from the DDI, QA, and IV&V vendors are developed and delivered within the established schedule. As the PMO, netlogx' responsibilities include:

- Developing and managing the Master PMP and multiple subplans
- Developing and managing the integrated master schedule using MS Project and Jira
- Verifying and validating vendor weekly and monthly status reports and integrating them into overall project management status reporting
- Creating and managing multiple reporting dashboards, designed to provide the right level of information to project leadership and other stakeholders in an easy-to-comprehend format
- Establishing quality standards and reporting metrics for product development standards in an Agile framework
- Monitoring vendor deliverables, providing review results and recommendations to the client
- Creating and managing project communications, including meeting facilitation and scheduled written communications
- Managing project documentation and central repository for project artifacts
- Providing oversight on the requirements management process and product backlog implementation
- Developing and managing the risk and issue management process
- Developing and updating the Annual Advanced Planning Document Update (AAPDU) to obtain Federal funding

NOTE: The initial plan called for netlogx to provide PMO services onsite at our client's location. However, less than a week after this project started, the INvest project became fully remote due to the COVID-19 pandemic. netlogx was able to quickly adapt our PMO approach to provide the same level of support in a virtual environment. Although state employees have returned to the office, netlogx continues to support the project on a hybrid basis.



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RESULT

This project is ongoing - netlogx continues to provide PMO support for the INvest project, managing the activities of the DDI, BPA, and IV&V vendors with the goal of successfully implementing the system and obtaining Federal certification.

ADVANTAGES

- netlogx' experience in managing other large system implementations enables us to apply PMO best practice techniques to manage the INvest project
- netlogx' child support expertise and knowledge of Indiana State policies and procedures enables us to provide guidance with implementing changes resulting from new or revised Federal and State regulations
- netlogx' experience in creating AAPDUs enables us to develop compliant documentation in a short timeframe, resulting in securing Federal funding for FFY21-FFY24
- netlogx' project coordination expertise was instrumental in getting large numbers of meetings scheduled, facilitated, and managed in a remote environment, enabling the project to continue on schedule during the pandemic