

A man in a dark blue police uniform with a badge on his shoulder is seated at a workstation. He is looking at a computer monitor. The workstation includes a keyboard, a mouse, and several other monitors in the background displaying various data and charts. The scene is set in an office or control room environment.

Deploying a Large-Scale Offender Management System: Big-Bang, Phased or a Hybrid Approach?

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Meet the Panelists

John Ward – HP Deputy SI Project Manager – Implementation

- Former CIO SC DOC
- Former President CTA
- HP Industry Expert, Solutioning and Data

Glenn Fishback – Marquis CTO

- Marquis Technical Lead and Solutioning Approach

Darin Healy – HP Training, Deployment and Sustain Mgr.

- HP Field and Operational Readiness Approach

Rick Barnes – HP Deputy SI Project Manager – PMO

- HP Project Management and Delivery Approach



Session Abstract

In April of 2009, the California Department of Corrections and Rehabilitation (CDCR) and HP embarked upon a challenging journey of business transformation. The Strategic Offender Management System (SOMS) promised benefits for CDCR that were both vital and widespread. The goals of improving safety, increasing efficiency, and driving greater effectiveness and accuracy of information were and are essential to CDCR's mission.

This presentation outlines the Change Management strategies the SOMS team used to deploy the system, transforming CDCR's business processes while minimizing disruptions to daily prison operations.



Topic 1 – Deployment Strategy

Challenge: Deploy SOMS to transform CDCR business processes as quickly as possible, without disrupting daily prison operations, and without exceeding the Agency’s capacity to absorb change.

Alternatives and Considerations:

- Incremental rollout of functional modules: sequencing considerations
- Big-bang vs. ‘limited deployment’ vs. inst-by-inst deployment
- Considerations for deploying all functionality at a pilot or ”model inst”
- Retirement of CDCR’s Legacy applications
- Migration of legacy data

Guiding Principles:

- “Design Big, Implement Small”
- “Perfection is the Enemy of Done!”



Topic 2 – Integration

Challenge: Deploy SOMS incrementally by functional module, retiring components of legacy applications, without disabling entire legacy applications.

Alternatives and Considerations:

- Migration of legacy data into SOMS
- Temporary bridges between SOMS and legacy applications
- Integration with CDCR’s network and security infrastructure (e.g., Active Directory, Employee data)
- System environments necessary to support development, testing, training, and cutover activities
- Total integration of project teams

Guiding Principles:

- “Together we stand, divided we fail.”



Topic 3 – Institutional Readiness and Cutover

Challenge: On deployment day, more than 20,000 end users in institutions dispersed from near the Mexican border to the Oregon state line, must be ready to start using SOMS.

Alternatives and Considerations:

- Limited deployment lessons learned
- On-site readiness assessments
- Training strategy
- Cutover planning and “catch up” tasks
- Rollout contingencies
- Command Center Operations
- Post implementation lessons learned

Guiding Principles:

- “Trust but verify.”



Topic 4 – Structured Processes, Tools and Management

Challenge: Provide a necessary degree of PMO oversight and structured processes without adversely impacting agility, speed and without fracturing the “joined up team.”

Alternatives and Considerations:

- A unified PMO across the contractor and the customer
- Schedule management and “joint” status reporting
- Use of a hybrid SDLC, involving prototyping of requirements, and iterative development
- Deliverables: work product reviews, milestone “gate” reviews
- Formal, objective “go” – “no-go” decisions at key milestone thresholds

Guiding Principles:

- “The PMO really can be your friend.....but not always.”



Questions?



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