EXECUTIVE SUMMARY:

Project ICON sought to replace the current Offender Management System (OMS) with a system that supported the agency and relevant stakeholders for the next several decades. The project also sought to modernize the workflow and necessary hardware of the agency to improve efficiencies at every level. This was to be accomplished through an application that was scalable, mobile, internally configurable, cloud based, with the highest levels of security.

This was a large-scale enterprise-wide modernization project that was intended to last 4-5 years, involve over 4000 employees across the state in 72 Probation and Parole offices and 22 prisons. The Oklahoma Department of Corrections (ODOC) did not have the ability inhouse to manage a project of this size, so they hired Arrowhead Consulting as their partner to lead the project in its entirety with services including Project Management, Organizational Change Management, Strategic Business Analysis, and Training and Testing initiative for both the vendor and for ODOC.

THE CHALLENGE: AGING OMS, OUTDATED INFRASTRUCTURE:

ODOC has long outgrown their current and unsupported Offender Management System (OMS) as their business processes, strategies, and objectives have evolved significantly since the current system was implemented, forcing development of satellite systems in attempt to keep the system operational and in line with their business needs and objectives. The OMS as well as the satellite add-ons are installed and maintained on outdated mainframe and server infrastructure. This approach has proven to be extremely difficult, time consuming, expensive as well as introduces significate risk to their data.

Key Benefits

- *Secure, Manageable, Cloud-Based Solution*
- *Lower total cost of ownership*
- *Agile architecture and design to grow with business needs*
- *Designed for high availability and Scalability*

A key challenge facing this project was that it was kicked off during COVID which changed the way learning the system could be accomplished, how meetings were conducted, how training would be facilitated and how information would be communicated to the entire organizaion. Arrowhead and ODOC overcame these challenges by quickly adapting to a work from home policy that was put in place for the agency and core project team consisting of 55+ members.

THE SOLUTION: CLOUD-BASED OMS, ARROWHEAD CONSULTING:

Over the past several years, ODOC has researched multiple options to modernize their OMS Solution, including developing and maintaining inhouse solutions as well as vendor provided outsourced solutions. After the decision was made to select a commercial off the shelf product, Arrowhead managed and led the RFP process which included vendor review, scoring, demos and eventual selection of a vendor to ensure all requirements of the agency were met.

Key Success Factor – Arrowhead Managed Services

- *Dedicated team of Project Managers, Strategic Business Analysts, and Organizational Change Management Leadership*

ARROWHEAD PROJECT ROLES:

Project Manager: Managed the interests of both ODOC and the vendor

Project Advisor: Worked with the ODOC Executive Project Sponsor

Business Analyst: Conducted Gap Analysis through the creation of AS-IS and TO-BE Maps

Testing and Training Lead: Prepared test scripts and the technical training manuals

Organizational Change Management Lead (OCM): Prepared the organization for change

Arrowhead Consulting

Key Success Factor – Arrowhead Managed Project Services

- *Ensuring Overall Structure and Best Practices for Project Management*
- *Client and Vendor Project Management Services lowering the overall cost of Project Management*
- *Strategic Consulting for process and business analysis*

Key Success Factor – Arrowhead Organizational Change Management (OCM) Services

- *Dedicated Organizational Change Management resource ensuring business processes and overall user expectations are met*

PROJECT MANAGEMENT BEST PRACTICES:

Arrowhead was responsible for providing the overall project governance which included the creation of numerous project artifacts such as: Project Management Plan, ChAIR'D+P Log (Risk Registry), Communication Plan and Change Management Plan

Standards had to be developed early in the project with the Arrowhead team recommending formats and structures for each deliverable. Arrowhead also assisted with establishing the process for producing and storing project related documentation within a SharePoint repository as well as organizing project member's tasks utilizing MS Teams Planner boards to enhance collaboration between vendor and client project team members.

Microsoft Project was used as the scheduling tool to provide a detailed Who does What by When "story" depicting the past, present and future state of the project. Details around resource availability, containing over 750 task line items, actual costs of work performed (ACWP), and task burndown charts were leveraged to provide transparency and a basis for accurate forecasting of costs and resource needs.

ORGANIZATIONAL CHANGE MANAGEMENT:

Initially, ODOC decided that they would manage their Organizational Change Management (OCM) efforts internally but quickly realized that the organization was not prepared to accept this new technology. After understanding that the needed OCM efforts were going to require outside involvement/expertise to be successful, ODOC engaged Arrowhead to plan and execute the crucial tasks of the Organizational Change Management effort.

The full scale OCM approach followed the Prosci model for change and the ADKAR philosophy which included the following activities: Organizational Risk Assessments, Internal and External Stakeholder Analysis, Change Readiness Surveys, Pre and Post Training Session Survey's, Coaching, Resistance to Change Planning, Testing and Training Plans, as well as an overall Organizational Communications Plan.

RESULTS:

The first phase of the project consisted of meeting and interviewing (in person and virtually) over 200 project stakeholders from end users to executive management, reviewing and verifing over 400 requirements spanning 10 business modules, 50 software build releases and 752 software updates.

Arrowhead's 5 member project team was successful in rolling out a cross functional software platform spanning 15 months and 125,000 cumulative project hours.

"I would be remiss if I didn't take a minute to recognize the project team, the SME's, and the vendors involved for making this success happen. They truly have moved this agency to a new level of ability and sustainability that will carry us into the future."

– Mike Carpenter
Director Technical Operations and Services, Oklahoma Department of Corrections.