Acquisition System Modernization

Case Study

devis®

1   The Problem/Challenge

The United States Agency for International Development (USAID), an organization with presence in more than 80 developing countries, did not have an enterprise purchasing system integrated in its budget and accounting systems to support its core business operation of granting and contracting funds. At its headquarters in Washington, DC, USAID used a custom-developed system. However, each of its overseas Missions had latitude to use separate, individual systems and business processes for planning, soliciting, awarding, and managing contracts. These disparate tools and processes failed to provide up-to-the minute information and reduced overall operating capacity and visibility into acquisition and assistance, as well as commitments and obligations.

USAID contracted Devis to complete the initial worldwide deployment, data migration, training, user administration, and subsequent upgrades of the Global Acquisition and Assistance System (GLAAS) as well as the rebranding of the USAID's Compusearch PRISM contract writing system.

2   Devis' Role

Devis worked with users and stakeholders to integrate GLAAS into their daily operations and ensure its proper use. Devis successfully trained over 4,000 users in 600+ classroom trainings, completed 187 site visits, created over 25 system resource guides and over 60 classroom training aids, and ensured that legacy data was available at go-live.

We successfully migrated thousands of users and documents from legacy systems to GLAAS prior to each location's expected go-live date. We also produced daily (sometimes hourly) reports to manage fiscal year-end needs. Our key activities included:

- Creating a unique user load API to successfully load more than 4,000 legacy production users into GLAAS, as well as thousands of additional training user IDs and training documents
- Successfully migrating 10 million existing USAID award data elements
- Implementing more than 700 change requests to improve system functionality
- Reducing the time needed to create comprehensive reports from days to seconds
- Implementing a Disaster Recovery Plan to avoid data loss
- Creating automated tools to produce thousands of records automatically in training environments for class purposes, saving hundreds of hours in labor costs
- Maintaining 24/7 on-call status throughout the life of the project, demonstrating the ability to respond quickly and with flexibility to unscheduled events
- Keeping costs low by closely monitoring GLAAS system usage to help determine appropriate staffing levels and when to schedule system maintenance

A case management platform that handles the global acquisition and assistance needs of a Federal agency brings a level of complexity that required multiple stakeholders across the agency, incorporating unique location and business processes, and thorough system testing and integration.

We successfully coordinated the ATO audit process between CIO Information Assurance, system owners, and auditors, and provided expert support (including ISSO guidance).

Afterwards, Devis was asked to lead subsequent system upgrades and led the integration and implementation of GLAAS 4.2/PRISM 7.2 and GLAAS 4.3/PRISM 7.3, during which Devis deployed new functionality, updated user guides, and created over 25 computer-based training courses.

For PRISM upgrade implementation, Devis focused on multiple tasks that reached across system deployment, O&M, and training, including:

- Defining deployment requirements, design, development, testing, training, implementation support, and other activities
- Documenting and tracking issues, risks, mitigations, and corrective actions
- Participating in USAID-wide GLAAS program management through weekly integrated project team meetings and by identifying schedule dependencies and developing collaboration plans to ensure full project coordination through completion
- Developing and demonstrating approach for working cooperatively with GLAAS program management team and vendors
- Using EVM methods for cost and schedule management
- Monitoring and participating in system change control processes through JIRA and incorporating changes into the Project Management Plan (PMP), schedule, and other documentation
- Providing and keeping a Quality Control Plan (QCP) and PMP

- Preparing gap analyses, CONOPS, expected system performance guidelines, optimized system configuration, and process improvements, as needed

3 Key Outcomes and Benefits

Upon initial deployment, Devis brought the enterprise business system to all 82 USAID locations worldwide and fully replaced legacy system processes. Devis also simultaneously provided a Tier 1 – 3 Solution Center to support users. Devis' cross-matrixed staffing plan enabled 60 project staff from four different organizations to collaborate across multiple efforts and travel to Mission sites around the globe. Administrator Shaw noted that we "...achieved a reduction in end-of-year processing time by 98%, with over 3,200 transactions processed daily." The GLAAS modernization and rollout is used by USAID as an example of successful enterprise change management and is cited throughout ADS guidance as defining USAID's best practices.

Adapting the PRISM COTS package to meet USAID's needs required an extensive configuration and change management effort. Identifying the client's needs gave Devis a strong footing from which to work towards system adoption. Devis crafted a user-first, real-time, training strategy for global deployment, combining just-in-time training at mission sites (tailored to user needs and GLAAS business processes) and stay-behind assets (like quick reference sheets, user guides, ongoing solution center support, and specific on-site support for the first week after go-live).

Regular retrospectives and reviews included the client's critical stakeholders and fed the ongoing discovery process. Devis' multidisciplinary team joined these retrospectives and briefed executives, providing decision support for technical, functional, business, security, and operational matters in ways our client found extremely helpful.