

EXECUTIVE UPDATE

Welcome to CGI's Public Sector ERP Insights, a quarterly newsletter for the AMS Advantage® community. This publication brings you the latest AMS Advantage ERP news, thought leadership, community updates and client success.

In 2008 we want to hear from you, our clients, and highlight your experiences working first hand with AMS Advantage and our teams. In this issue, your User Group Steering Committee Chair, Fran Pinkston, Commonwealth of Kentucky, will update you on the development of this year's Annual Forum and the progress of the Software Change Control Board. From Robert Turner, City of Austin, TX you will learn about their recent upgrade and the new service they have developed with CGI. Finally, Robin Morgan, Southwest Florida Water Management District, FL shares the benefits for upgrading to AMS Advantage 3.7. [More »](#)

CLIENT SUCCESS

Austin, TX Upgrades to AMS Advantage 3.6.0.3 with CGI's Enhanced Maintenance Service

By Mark Ross, CGI Director of Consulting

Recently, City of Austin, Texas recognized CGI's collaboration in support of their successful upgrade from 3.6.0.1 to 3.6.0.3. "I am very proud of the great working relationship we have with CGI," said Robert Turner, AIMS/Advantage Project Manager, City of Austin, "All of our collective contributions to this relationship have made for our success." [More »](#)



CLIENT SUCCESS

Springfield, IL Upgrades to AMS Advantage 3

Fairfax, Virginia, March 2008 – CGI Group Inc. (TSX: GIB.A; NYSE: GIB), a leading provider of information technology and business process services, announced today that the City of Springfield, Illinois has selected its web-based, AMS Advantage® 3 enterprise resource planning (ERP) solution to modernize its finance, procurement, human resources, and performance budgeting systems. The five (5) year contract is valued at US\$7.5 million and continues a 25+ year relationship between the City and CGI. [More »](#)

CLIENT SUCCESS

Upgrading to AMS Advantage 3.7: "A Big Win" for Southwest Florida Water Management District, FL *By Cheryl Smith, CGI Senior Consultant*



Southwest Florida Water Management District successfully upgraded their 3.4.1 system to AMS Advantage 3.7 Financial Management in October 2007. CGI had an opportunity to catch up with Robin Morgan, Financial Systems Supervisor, to learn more about why they upgraded, how it went and the benefits they are experiencing. [More »](#)

PROGRAM UPDATE

CGI Recognized as Best Fit Integrator by the Center for Digital Government



CGI Group Inc. (TSX: GIB.A; NYSE: GIB) announced that the Center for Digital Government presented CGI with a "Best Fit Integrator"

Enabling Finance Transformation and a Consistent Vision through ERP – A Conversation with Ruth Steinberg

By Sean Wdowiak, CGI Consultant

On Wednesday, March 12th, Ruth Steinberg, CGI Vice President in charge of ERP strategy, spoke to the audience at the National Association of State Comptrollers (NASC) Annual Conference about taking charge of public sector ERP programs. Ms. Steinberg recently joined CGI as Vice President of Consulting Services to expand CGI's presence in public sector enterprise resource planning (ERP). Prior to joining CGI, Ms. Steinberg was the Global Lead for Gartner Consulting's Critical Program Management practice, as well as a key analyst covering Program and Portfolio Research and Government ERP. We had an opportunity to catch up with Ms. Steinberg and learn more about her vision. [More »](#)

Award at the inaugural State and Local Government Industry Summit. "This award confirms CGI as a leading provider of ERP solutions to state and local government," noted Michael Keating, Senior Vice-President, Western U.S, CGI. "It illustrates our ability to provide government agencies with innovative technology solutions delivering the best value and functional fit."

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Behind the Scenes: CGI Forum 2007

*By Murrey Iles,
Communications Specialist*



A record 627 people attended last year's [CGI Forum 2007](#) in Orlando, Florida on October 14-17 at the Italian-themed Portofino Bay Hotel, located at Universal Orlando. An annual gathering of clients, members and partners for the AMS Advantage® community, this is CGI's largest client event offering more than 100 educational sessions.

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We'll then highlight some exciting client achievements – including upgrades. You all deserve the recognition for your hard work. We're also including more news about our AMS Advantage ERP solution – Ruth Steinberg, Vice President, CGI will begin a dialogue with you on ERP trends.

Lastly, we'll take you behind the scenes of our premier education and networking event, the CGI Forum. You'll see how the event comes together for three full days of AMS Advantage training, networking and fun. This year marks the 30th anniversary of this special event in wonderful Hollywood, California.

I hope that you enjoy the new focus of the Public Sector ERP Insights newsletter. As always, if you have any questions or comments we always look forward to hearing from you.

Sincerely,

Pat Colacicco,

Vice President, AMS Advantage Program

We invite you to share your stories with us so that we can continue to share the type of information that is useful to you and your organization. Email me at ams.advantage.program2@cgi.com.

Enabling Finance Transformation and a Consistent Vision through ERP – A Conversation with Ruth Steinberg

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What is transformation for the public sector?

Transformation is different things to different organizations. I will give you an example. Imagine a payroll office – today an employee fills out a form, signs it, sends it to the payroll office where they approve and enter the change into the system. Six weeks later your taxes are correctly applied. Now imagine a future where the employee could enter their change directly into the system.

Is that transformation? To the payroll clerk who used to spend their days pushing paper around, yes it is.

For many organizations, this is only the first step. Transformation is a qualitative change that reinvents the way the organization functions by eliminating activities that do not add value, such as pushing paper. By restructuring processes, such as introducing shared services and centralizing accounting functions, organizations can better support their day-to-day responsibilities.

What are some of the challenges with transformation?

When considering transformation for your organization, the most important factor is to know where you are and where you want to go. Trying to take too big a leap from centralization to decentralization or the reverse is a recipe for disaster. So the first step is to assess where you are along a continuum of, and also assess what you have the ability to change. Many organizations have great instincts on what needs to be changed, but they don't have direct control over that function or process. Gaining consensus across agency lines is possible, but there needs to be very strong relationships, there.

Another challenge is that legacy systems often can't support wide-scale process or organizational change. For example, say an employee moves from one county to another, which means a change in their tax jurisdiction. Simple process change: instead of that employee filling out a Personnel Action form, and routing paper throughout the organization, provides the employee with a way to change their address online so payroll is updated immediately. The problem is the address data lives in the system on a screen with 8,000 other pieces of information, many of them private, such

as the SSN, and if changed by accident, such as the SSN, could prove a problem. So there are two choices: modify the screen to lock out everything but the address, or create a new screen. Now what was a simple, straightforward step toward transformation is now several weeks of programming and testing, just for one piece of information. Overwhelmed (and often not prioritized), the organization typically settles with the paper.

What do I need to know?

Unfortunately, ERP program failures are the norm and some people I talk to are quick to blame the technology. Many studies reveal, however, most of the reasons for failure have little to do with technology. Most of the reasons can be attributed to a wrong strategy or a wrong program. Things such as changing requirements did not produce expected benefits and no longer mattered to the business. All of these things can point to Change Management as a culprit, but can also point to a poor strategy or selecting the wrong type of program for the organization.

How can I avoid failure?

Whether you take small steps or full strides toward your transformation goal, when you begin, it is the right to establish the supporting programs necessary for success.

- Consider a timeframe to make substantial change but balance that with the impact on the organization to avoid "fatigue" and the accompanying productivity drop.
- Define a budget you can live with and then double it. History shows, overruns are typical.
- Phase your project; break it into manageable pieces with milestones to define success.
- Manage expectations with continuous checkpoints for assessments.
- Carefully set realistic expectations, control communications that address perceptions as well as facts.
- Define a plan to manage change. Unlike its early roots in manufacturing, ERP for government is about people, and even in today's fast paced world, people are still slow to adopt change.

This foundation should be completed with a detailed statement of expectations that relate business process change and application functionality to specific business benefits. The good news is a strong project team and a comprehensive plan can overcome many of the challenges.

To share your stories of transformation or learn more about managing ERP programs for successful transformation, contact Ruth at ruth.steinberg@cgi.com.

Behind the Scenes: CGI Forum 2007

By Murrey Iles, Communications Specialist



A record 627 people attended last year's [CGI Forum 2007](#) in Orlando, Florida on October 14-17 at the Italian-themed Portofino Bay Hotel, located at Universal Orlando. An annual gathering of clients, members and partners for the AMS Advantage community, this is CGI's largest client event offering more than 100 educational sessions.

Why you attend: *"They have good sessions," says David Judd Houser, State of Utah, "You're able to fill a lot of the gaps by talking face-to-face with the people who architected the system and implement it for other customers."*

This year marks the Forum's 30th anniversary. You might be surprised to learn what goes on behind-the-scenes at a large event like this. Here's an inside look at your events team in action:

Day one (Thursday): After months of planning, the event team, led by Alison Herbert, arrived onsite, focused on making sure all of the materials have arrived and setting up the "war room." More than 150 boxes and over 44 tons of materials and equipment are inventoried to make sure everything has arrived safely.

Day two (Friday): The "Pre-con", a meeting with the hotel general manager and department heads sets event expectations. "The Forum will take up all of the hotel's meeting space and 85 percent of its sleeping rooms, so it's important that every department understands our needs and is prepared to serve our clients," said Alison.

Next is a meeting at Margaritaville, the site of the event's after-hours bash. Back at the hotel 500 registration bags are stuffed and we discover our first big "uh-oh." "Our vendor mistakenly printed only 250 copies of the Showcase activity cards," said Alison. "They will print and overnight them for Saturday delivery."

Day three (Saturday): Setting up equipment for the general sessions is the big task for the day. Second big "uh-oh": the print vendor forgets to check the "Saturday delivery" box on the FedEx package. "Thankfully one of our vendors in Orlando agrees to do the work for us overnight," said Alison.

Day four (Sunday): Registration begins at 1:00 p.m., along with stage rehearsals with CGI executives. With the majority of clients registered, the day comes to a close with a welcome reception on the Harbor Piazza. "A professional pizza acrobat holds a dough tossing competition with clients, and everyone gets into it," said Alison.

Day five (Monday): The opening general session kicks off three days of educational sessions and networking. The content planning process that began back in December 2006 is coming to fruition.

Why you attend: *"The number one reason I attend is for the networking possibilities with different users and CGI," said Angela Schlemeyer, City of Midland, "This year I'm looking for those users who have just upgraded and I was lucky enough to find the City of Austin. They had sixteen folks here and I got some really good contacts to provide input into our upgrade."*

Third big "uh-oh": As the doors open for lunch, the power blows. "Engineering is able to get the power back on," said Alison, "With enough equipment to fill a 52 foot tractor trailer; we have some pretty significant power needs."

Day six (Tuesday): This day kicks off a new feature for our clients: "Ask the Technical Expert." Set in the hotel's Hospitality Parlors, these intimate sessions provide a handful of clients the opportunity to network and ask questions. "They were a bigger hit than we expected," said Lindsay Brindley. "As the first session began, I got a call from a presenter saying too many people had shown up to even fit in the room. We'll have to be sure to schedule more in 2008."

The Three Waiters, singers posing as banquet servers, launch into an amazing battle of talent, bringing the house down at lunch. Later that evening, attendees let loose at a big offsite party at Margaritaville.

Day seven (Wednesday): Although the show ends today, there is still a lot of work ahead. "Our initial idea for a speaker at today's general session didn't work out, so we booked Meagan Johnson, an expert on generations in the workplace, at the last minute," said Alison. "She turns out to be a huge hit, and one of our most well-received speakers."

The rest of the educational sessions and the closing general session all end on a high note. Pat Colacicco, an executive at CGI, invites the events team on stage at the closing session to thank them for their hard work.

He jokes that planning for Forum 2008 will begin with an 8:30 a.m. meeting on Monday morning, and "he's not really joking," said Alison. "We actually do meet on Monday to discuss a hotel contract addendum for 2008. After the success of this year's event, we need more rooms!"

Why you Attend: *"I come back to the Forum, to be honest, to make connections with people," said Radcliffe Brown, Palm Beach County, "New and old alike. Its all about making contact with other sites, see what they're doing, see what their challenges are, and share what you have done."*

This year's Forum will be held on October 19-22, 2008 at the Renaissance Hollywood Hotel in Hollywood, California. We look forward to seeing you at the 30th anniversary of this special event. For more information visit www.cgi.com/forum2008 and be on the lookout for the launch of the registration site this summer.

Have a question? Contact Lindsay Brindley, CGI State & Local Events Manager, at Lindsay.brindley@cgi.com.

CGI at State & Local Conferences

You can visit CGI and learn more about our state and local partnerships and offerings at any of our upcoming events. We hope to see you there!

NASC Annual Conference

March 12-14, 2008
Denver, Colorado

AASHTO

April 13-16, 2008
Biloxi, Mississippi

NASCIO Midyear Conference

April 29 - May 2, 2008
Chantilly, Virginia

GFOA Annual Conference

June 15-18, 2008
Ft Lauderdale, Florida

NASPE Annual Meeting

July 12-16, 2008
Oklahoma City, Oklahoma

NASACT Annual Conference

August 9-13, 2008
Chicago, Illinois

NASCIO Annual Conference

September 21-25, 2008
Milwaukee, Wisconsin

Want to connect with us onsite? Contact Lindsay Brindley, CGI State & Local Events Manager, at Lindsay.brindley@cgi.com.

A Note from the AMS Advantage Steering Committee Chair

By Fran Pinkston, Purchasing Director, Commonwealth of Kentucky

CGI Forum 2007 Forum was barely over before the Steering Committee was back in Fairfax brainstorming over how to make 2008 better than ever. With a record number of attendees in Orlando, we knew we had to raise the bar for the big 30th anniversary event in 2008. We began the brainstorming process with attendee feedback from the session evaluations, along with our own fresh thoughts and experiences from the event, and began thinking about the topics you want to learn about in 2008. The Advantage community continues to grow and shift, representing new users, new challenges, and new best practices, and our priority is to ensure that the content continues to evolve to meet everyone's needs.

This goal fits hand-in-hand with our role on the Software Change Control Board. Every month, the members of the Steering Committee get together with CGI representatives to review the enhancements that the user community has suggested in order to help decide which will be included in future releases of the Advantage product. The Forum sessions you attend in 2008 will reflect the enhancements that you have suggested; from enhancements to product releases to Forum sessions, it is all a part of the process in which we as a community grow, learn, and share together.

Speaking of changes, most of you know that the annual Forum also marks the election of new Steering Committee members. I'd like to take a moment to thank the members of the Steering Committee who "retired" at the recent Forum. Radcliffe Brown did an outstanding job as Chairman in '06-'07, and Cindy Salmon, Ed Dieffenbach and Lynne White who were all dedicated members who were greatly appreciated and will be missed. I'd also like to welcome the most recently added members of the Committee: Jerry Gearheart, Leslie Randall, Janet Laszlo, JuneMarie Perkowski, and returning member Robin Morgan. We all look forward to a busy and productive year of serving the Advantage community together.

As we continue to work with CGI over the next few months to develop the content for the 2008 Forum, we welcome your thoughts and suggestions. Last year we solicited your feedback for setting the agendas for the Users' Group meetings, and we hope to continue that process this year. We also plan to continue with other events that encourage networking, such as the Peer-to-Peer Roundtable discussions and an exciting new Community Square activity that you'll have to come to Hollywood to experience. The Steering Committee is committed to delivering everything you've come to expect from a CGI Forum and more, and I hope that you will be able to join us all in Hollywood for the event's 30th anniversary.

Have a question? Contact Fran Pinkston at fran.pinkston@ky.gov and share your thoughts. Go to www.cgi.com/forum2008 for up to date information regarding CGI Forum 2008.

Austin, TX Upgrades to AMS Advantage 3.6.0.3 with CGI's Enhanced Maintenance Service

By Mark Ross, CGI Director of Consulting



Recently, City of Austin, Texas recognized CGI's collaboration in support of their successful upgrade from 3.6.0.1 to 3.6.0.3. "I am very proud of the great working relationship we have with CGI," said Robert Turner, AIMS/Advantage Project Manager, City of Austin, "All of our collective contributions to this relationship have made for our success."

The City upgraded to the web-based AMS Advantage 3 in October 2006, including Financial Management, Procurement and infoAdvantage. A customer since 1987, the City moved forward as a step to continue their commitment of Best Practices in the business of government.

Once live, however, they recognized maintaining the right mix of expertise and time to stay on top of CGI fixes and City customizations was going to be a challenge. They wanted a best practice method for upgrading and keeping current with maintenance.

"After listening to the City's concerns," said Mark Ross, Director of Consulting, "We realized we had addressed the same challenges at CGI with best practice methods and specialized tools for managing the solution baseline. It was just a matter of tailoring them for the City."

To meet this need, the City and CGI developed an enhanced maintenance service. Regular meetings put the issues on the table. "We were able to see where the issues were," says Mr. Turner, "And together we could more easily take action to resolve them." For example, the City agreed to have CGI create an in-house "production-like" environment by using a copy of the City's production software and database. At this point, CGI used its proven code merge, database upgrade methodologies to bring the City's environment, including customizations, up to 3.6.0.3.

"When it came time to test the upgraded environment," Mr. Ross continues, "We decided to run our automation suite, designed and built to run in any environment. But we tailored the scripts for the City. In total, our automated regression suite successfully executed more than 15,000 test steps." The result was an increase in software quality and more time for the City's stakeholders to run more business-specific testing.

During the City's User Acceptance Testing effort, regular issue meetings were conducted. "The City's functional and technical staff always communicated issues quickly and clearly in our meetings, which enabled us to resolve the issues quickly and stay on schedule. It was an outstanding team effort," Mr. Ross noted. The City went live with 3.6.0.3 on January 22, 2008, which was right on schedule. Today the City is seeing the benefits of collaboration with a stable business environment, clear process for upgrading, and more time to focus on their real mission, the business of government.

Since going live, the City has experienced only one critical issue in production. "CSG provided us with the patch," continues Mr. Turner, "We successfully tested it in our test environment and moved it to production that evening. This was a great team effort by the City and CSG staff to identify, diagnose and resolve an issue within 24 hours."

During the upgrade process, the City and CGI developed a new extended maintenance service, which utilizes the "production-like" environment created during the upgrade. In this City-specific environment, CGI continues to perform code merging and database upgrade activities for the City

and tests all software deliveries in the environment prior to delivery. Mr. Ross notes, "There is no substitute to having real client software and data to work with. It is a tremendous help in the issue recreation process. In addition, we are very confident in the results of our testing since it was done in the production-like environment. In reality, this new support model was born from the close collaboration of City staff, CGI members, and our onsite Project Manager, Rohit Shukla."

Next steps: Austin is looking at upgrading to either 3.6.0.4 or directly to 3.8 using the same model used to upgrade to 3.6.0.3.

"This is one of the best team efforts I've been fortunate to help with," said Robert Turner. Special thanks to: Fran Ashenfelter, Mark Caraway, Sam Dominguez, Kristi Fenton, Colleen Gardner, Vandana Gupta, Phil Kirk, Fabian Mesa, Barbara Nickle, Chris Owan, Wayne Sachtleben, Maureen McKeon, Diana Thomas, Nabaz Alan, Shelly Allen, Brent Blackmon, Rusty Frioux, Achsa Harrison, Jenni Hallin, Ben Minachi, Mukund Mohan, Manish Panjwani, and Rohit Shukla.

Have a question? Contact Robert Turner, City of Austin, IT Project Manager at Robert.turner@ci.austin.tx.us and share your thoughts.

Enhanced Maintenance Services is the next step in CGI's end-to-end Standard Maintenance and Support offering. By maintaining a production-like environment, CGI provides regular drops consisting of client-specific code merges, fully tested and ready-to-run. Clients have the flexibility to determine the contents of the drops and set the drop schedule. For more information please contact Mark Ross, CGI Director of Consulting at mark.ross@cgi.com.

Upgrading to AMS Advantage 3.7: "A Big Win" for Southwest Florida Water Management District, FL

By Cheryl Smith, CGI Senior Consultant



Southwest Florida Water Management District successfully upgraded their 3.4.1 system to AMS Advantage 3.7 Financial Management in October 2007. CGI had an opportunity to catch up with Robin Morgan, Financial Systems Supervisor, to learn more about why they upgraded, how it went and the benefits they are experiencing.

What about the release really spoke to your site when you asked, "should we go to 3.7?"

The main reason was that we were on 3.4.1 and my site does not like to stay that far behind. When we looked at 3.7, vs 3.6, it had a lot more functionality that we wanted to use. For example, the document cross-reference table is back as 3.7 has the life cycle inquiry. Not to mention the vendor transaction history

table which is a big win for our site. These tables alone gave us a big bang for our buck – as everybody uses those tables.

I understand you also use Business Objects?

That was another reason why we wanted to go to 3.7. We use Business Objects for everything. It is our primary reporting tool. Although we do not use many of the canned Advantage reports, we have all of our reports in Business Objects. With 3.7, the Universes have been improved so much that they actually surpass what they were in 3.4, and are actually better than ours. We wanted to switch over from using our custom Universes to the CGI Universes, because then they are supported. So reporting was a main push for us to get 3.7 in order to take advantage of the new and improved CGI universes.

What's your next step?

We have over a hundred reports that we run all the time. Our next big push is to try and rewrite all of our current reports against CGI's universes. We are currently implementing 3.7.0.1, busy testing the Fix Pack with an anticipated go live date in April 2008.

What advice would you offer to a client just starting out with the upgrade to 3.7?

I would advise those sites who haven't switched to Page Security to do it with your next implementation. Release 3.7 offers many security enhancements and is a great time to rethink how you do security. I would strongly suggest getting guidance from CGI on moving to Page Security and to not do this on your own. As far as the rest of the upgrade, our site has always found it better to take ownership of the process – we keep track of the timeline and outstanding issues and do all of the testing to ensure that we know exactly where we stand in the upgrade. If you stay on top of things and set realistic target dates – the upgrade should go smoothly.

These are just some of the reasons clients are upgrading to **AMS Advantage 3.7**. Have a question for Robin or want to share your upgrade stories? Email Robin at Robin.Morgan@swfwmd.state.fl.us.

AMS Advantage Client News

Whether it is streamlining business processes, taking advantage of new functionality or just staying current on maintenance, one thing is clear: the AMS Advantage client community continues to transform.

Congratulations to the following CGI clients that have recently gone live with AMS Advantage:

- South West Florida Water Management District, FL – From AMS Advantage 3.4.1 Financial Management to 3.7 in October 2007
- Wake County, NC – Legacy system to AMS Advantage 3.7.0.1 Performance Budgeting in December 2007, and AMS Advantage 3.7 Financial Management in March 2008
- Broward County, FL – From AMS Advantage 3.3.2 Financial Management to 3.6.0.3 in December 2007
- Austin, TX – AMS Advantage 3.6.0.1 Financial Management to 3.6.0.3 in January 2008
- State of Utah – AMS Advantage 3.5.1.2 Financial Management to 3.7.0.1 in March 2008
- Rockville, MD – AMS Advantage 2x Human Resources Management to 3.5.1.4 March 2008
- Anne Arundel County Public Schools, MD – From AMS Advantage 3.5.1.1 Financial Management to AMS Advantage Financial Management 3.7.0.1 in April 2008

We look forward to continuing our partnership with the following clients that have re-signed with AMS Advantage:

- Springfield, IL – Signed for a upgrade to AMS Advantage 3 Financial Management, Performance Budgeting and Human Resources Management, December 2007
- Orange County, CA – Signed for an upgrade to AMS Advantage 3 Human Resources Management, March 2008

We are honored to welcome the following client that has recently signed a brand-new contract into the AMS Advantage community:

- California Department of Social Services Case Management, Information and Payroll System (CMIPS) – Signed up for AMS Advantage 3 Human Resources Management/Payroll, March 2008

Do you have news to share? Contact Murrey Iles, CGI State and Local Press at Murrey.iles@cgi.com.