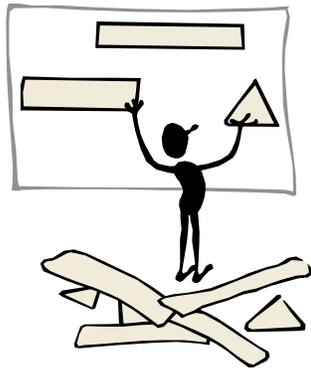


Vision: Provide consistent quality leadership in project management using industry best practices.
Enhance the acceptance of cultural and technological change to maximize the benefits of major projects.

“The Year in Review” – 2004

Highlights

- The Year in Review
- News from the Director
- Project Management
- Change Management
- ERP Service Delivery
- Current Projects



It doesn't seem that long ago that we were all excited about the new millennium, but here we are, on the verge of 2005! When we look back at the projects and initiatives that have been accomplished or are underway, it's no surprise that 2004 has gone by so quickly!

Our entire team would like to sincerely thank *all other DTI teams* for your help and support throughout 2004. Some of the accomplishments that we can all be proud of include the following.....

- Completed development of DTI Change Management methodology and conducted workshops for various audiences;
- Redesigned Major Projects' website;
- Completed documentation of over 40 separate project management processes;
- Assembled projects of a similar nature into “programs” for 800MHz, Enterprise Resource Planning (ERP) and e-Government;
- Developed an internal DTI process for prioritizing projects – recently expanded to include all DTI operational processes, trained over 40 DTI folks; nearly 100 projects identified for prioritization;
- Participated in completion of e-Government surveys, DTI received national recognition via “Best of the Web” award for a 4th place finish, a 9th place finish for Brown University Study survey;
- Completed over 20 e-Government projects;
- Published 800MHz 2,000-page RFP, completed Governor's Report of Project Recommendations and Strategic Plan; negotiated contract (awarded to Motorola); projects are underway;
- Provided project management oversight for Rehoboth Beach in-building coverage project;
- Reviewed E-911 RFP, negotiated contract (awarded to Verizon) – project underway;
- Upgraded PHRST to web-based version 8.8, PHRST production support team subsequently completed over 135 new work requests under the new system;
- Implemented statewide PeopleSoft Open Enrollment on the web – with 98% employee participation;
- Participated in business process reengineering under Project “French Vanilla”;
- Upgraded Delaware Transit Corporation PeopleSoft Financials to web-based version 8.8;
- Developed Business Case Summary for PeopleSoft e-Recruit, approved by the TIC; project continues for implementation in the fall of 2005;
- Developed Statement of Work, negotiated contract (awarded to IBM) for statewide reengineering of all Delaware financial process in preparation for the replacement of several legacy systems, DTI Change Management methodology adopted;
- Created “metric control book” for capturing ERP performance measures;
- Implemented Legislative mandated employee supplemental pay and annual merit pay salary increases;
- Implemented PeopleSoft Training Administration module for the Department of Correction - with no modifications;
- Completed PHRST “single payroll recovery test” at Biggs Data Center;
- Conducted formal review of internal ERP quality assurance policies & procedures;
- Monitored COTS (Courts Organized to Serve) technical “proof of concept” for interfacing with DELJIS; (contract awarded to ACS); DTI Change Management methodology adopted;
- Reviewed project management roles related to DHSS DCIS II vendor proposal;
- Reviewed RFP for DSCYF-FACTS II project; DTI Change Management methodology being adopted;
- Lead the formal kickoff of DTI's Employee Recognition program; and
- Participated in the DTI Strategic Planning process.

Mission Statement:

“In synergy with DTI's mission, provide Diligent, Measurable and Practicable technology solutions for the State of Delaware. Under guidelines of the CIO, Major Projects builds economical and efficient technology solutions that enable the State of Delaware to serve, protect, and communicate effectively with its citizens.”

Director's Office

Prioritizing projects (update):

As part of our last newsletter (September issue), an update was given on this initiative. That update was that the "Project Prioritization Process is underway. It's been acknowledged, discussed, enhanced, approved, and training is nearly completed".

I'm happy to report that training has been completed and DTI will officially begin to use this Process in January 2005. What this means is that the Customer Relationship Specialists and various Project Managers from DTI teams will update project-related information on a monthly basis. The information will then be reviewed by DTI senior management, who will monitor the status of those projects – and any new projects – and determine if priorities need to change in any way.



Although the priority spreadsheet cannot manage resources, it will have some benefits that can help. First of all, just by realizing what is being worked on, Team Leaders will begin to see that multiple projects may be impacting the same resources. Secondly, it will begin to educate everyone towards the structure and discipline that will need to be in place when DTI implements an enterprise-wide project management tool (replacement of FirstCase).

These two benefits (and others) can only be fully realized by expanding the scope of this initiative. If you'll recall, projects are being prioritized by answering several questions, some of which are listed below:



- Is it federal or state mandated?
- Is it life or health threatening?
- What is the current project phase?
- How many citizens are affected?
- What is the projected length of the project?
- Is it fully funded?
- What is its strategic impact to DTI?

By answering these questions (and more), projects can be prioritized and resources can be assigned, reassigned or (consultants) hired. Still, realizing the need for additional resources remains a challenge.

DTI Workload Spreadsheet:

Obviously, the Project Priority Spreadsheet will be critical in terms of understanding the number and size of projects that fall under DTI's responsibility. However, much of what DTI does is "process-related". We not only undertake a multitude of projects (which have a beginning and end date), we are also involved in a variety of operational processes that allow our organization to function effectively and efficiently. And those processes consume a considerable amount of time from all DTI teams. Although "processes" cannot be prioritized like "projects", a true picture of the workload at DTI cannot be fully realized until both are evaluated.

	A	B	C	D	E	F	G	H
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								
11								
12								
13								



By the end of this month, all Team Leaders will have identified the process-related work in each of their teams. They will also have determined the percentage of time that each team is needed for that type of work. By completing this evaluation, each team will then have an *indication* of how much time their resources are available to work on actual projects! Remember, true resource allocation will not be available until the enterprise-wide project management tool is implemented (plans are underway).

Beginning in January, Secretary Jarrett will be conducting monthly "workload management" meetings with the Senior Team and all Team Leaders. These are mandatory meetings. The goal is to review active projects and ongoing operational challenges in order to assess status and determine if schedules will be met and/or whether additional resources are necessary.

Our Team: New Members & Recognition:

In 2004, Siva Natatajan and Stacey Moffett joined the Major Projects Team. A new project manager position was established and is in the process of being filled.

Specific accomplishments of some team members:

- **PN:** presentation of Delaware's PeopleSoft Upgrade approach at the national convention in San Francisco
- **Pam & Cindy:** Myers-Briggs Type Indicator certification
- **Bryant:** PMI Project Management Professional certification, Employee of the Month (October)
- **DP & Cindy:** Employee of the Month (November)
- **Holly, Rao, Nancy:** "Cheers for Peers" award

Project Management

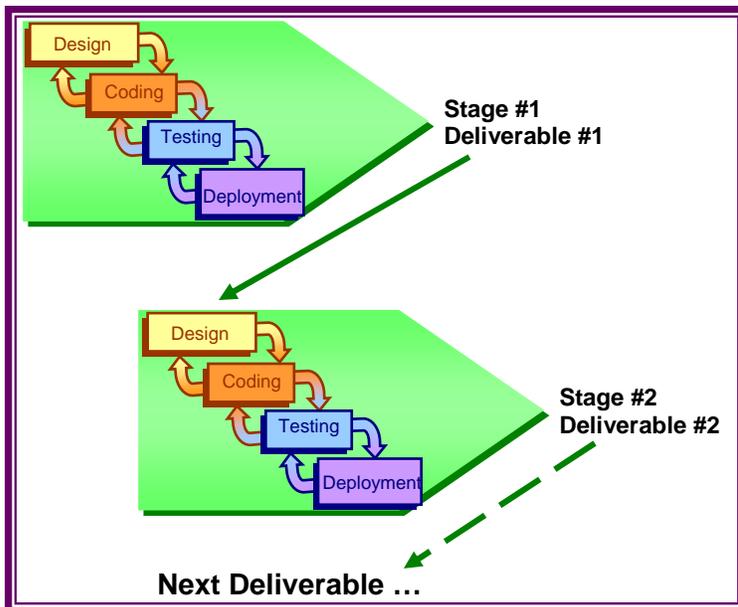
STAGED DELIVERY MODEL ~

As promised in our September 2004, 3rd Quarter Newsletter, we will discuss the Staged Delivery Project Management Model.

Staged Delivery is an evolutionary Project Management Strategy that delivers the product in successive stages throughout the project, rather than all at once at the end of the project.

In a Staged Delivery Model, features are added incrementally, but the trick is to supply the product "deliverable" after each "stage".

The early phases are similar to the deliverables of the pure Waterfall methodology, but the design is broken into deliverable stages for detailed design, coding, testing and deployment.



Strengths include:

- Can put useful functionality into the hands of clients earlier than if the product were delivered at the end of the project;
- Incremental feedback can be useful for future releases

Weaknesses include:

- Does not work very well without careful planning at both Project Management and Technical Development levels.

Clients who receive Deliverables periodically during the project become more comfortable than those who do not get to see the product until its completion. In a Staged Delivery Project, the functionality is developed and delivered in stages, thereby ensuring that the most important function is delivered at the earliest stage.

Recent example of a project using the Staged Delivery Model is the development of Route 1. The State's ERP 5-year Plan also fits into that category. In the ERP 5-year Plan, there is a sequence of ERP modules where each module is targeted at specific business processes. This way the State can reap benefits as those modules are implemented.

Even though e-Pay, e-Profile, e-Recruit, Time and Labor, and e-Benefits are all part of PHRST, we decided to implement the e-Benefits module first in order to get the best possible pay back. Now we are working on the Time & Labor and e-Recruit modules with target dates of April 28th and Fall 2005, respectively.

Benefits of Staged Delivery:

- Critical functionality is available earlier
- Risks are minimized
- Flexibility is introduced
- Problems surface earlier
- Estimating errors are reduced

Staged Delivery Summary

For Staged Delivery, management must ensure that stages are meaningful to the clients. The developers must account for all dependencies between different components of the system.

All these models are only as good as its execution and the people who execute.

Once Dr. King said, *"There comes a time when one must take the position that is neither safe nor political nor popular, but he must do it because his conscience tells him it is right."*



It is true for every project manager who wants to get things done, irrespective of the choice of methodology.

Change Management

CHANGE MANAGEMENT READINESS

Part 3: Planning for Change Tracking, Measuring, and Reporting Readiness

Of the many processes related to the DTI Change Management methodology, one of the most important is the processes of tracking, measuring, and reporting progress (or the lack thereof). In fact - the tracking, measuring and reporting process is a vital element of quality assurance to the overall Change Management effort.

Tracking:

Necessary elements to tracking readiness include:

- **What** is going to change
- **How** these things are going to change

To find the **What/How...** you need to review the following project pieces to see how they will impact the end-user:

- Hardware / Software
- Business Process / Forms / Policies & Procedures
- Training
- Conversion
- Security
- Roles
- Communications

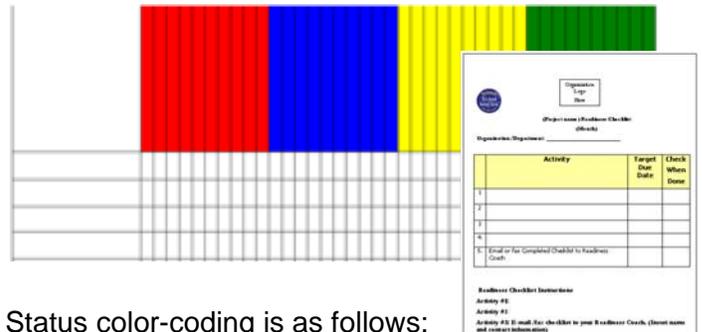
By reviewing the above, you can identify tasks that need to be placed on a master readiness tracking spreadsheet. This spreadsheet is made up of all the tasks the end-user community will need to complete in order to successfully prepare or 'ready' their organization for the impending 'change'.

Activity/Task & Categories	Target Start Date	Target Due Date	Organization Name							
Business Process/Forms/Policies & Procedures										
Hardware/Software										
• Tasks										
Training										
• Tasks										
Conversion										
• Tasks										
Security										
• Tasks										
Roles										
• Tasks										
Communications										
• Tasks										

Measuring:

Using information and dates provided in the Master Readiness Tracking Spreadsheet, monthly checklists are created. Change Agents have until the due date to complete all tasks on the checklist and return the information back to the Readiness Team Lead. Progress is measured on both a soft copy of the master spreadsheet AND on a very visible and visual hard copy replica in the form of a white board.

This 'Readiness Board' resides at the project team base and gives everyone an instant "picture of progress". It is color coded according to task completion status.



Status color-coding is as follows:

■	On target	Task is on schedule
■	In progress	Task is in progress, not on schedule, but not a "show stopper"
■	Not on target	Task will not make the deadline and will result in a "show stopper"

So...

- ✓ we've identified necessary tasks that must be completed to ensure success
- ✓ we've prepared the checklist and given it to the appropriate party

Now, it is time to report progress to the Executive Sponsors and the Project Manager.

Reporting:

A comprehensive readiness report is prepared for each Executive Sponsor meeting. This report mirrors the readiness white board that resides at the project base. It gives the overall Change Management picture so the sponsors are aware should their intervention be necessary to bring an organization back on track.

Readiness Tracking Report											
Date: [Organization/Department Name]											
Activity/Task	Target Start Date	Target Due Date	Organization Name								
Business Process/Forms/Policies & Procedures											
Hardware/Software											
• Tasks											
Training											
• Tasks											
Conversion											
• Tasks											
Security											
• Tasks											
Roles											
• Tasks											
Communications											
• Tasks											

All the checks and balances put into place with these various tools assist in ensuring quality controls are in place. When it comes to taking the 'art' of Change Management and translating it into a 'science', these tools work quite effectively to help those involved cope with change.

Coming next addition.....Communication – Making the connection & creating the correct perception!

Enterprise Resource Planning (ERP) Service Delivery

Over the past 3 months, ERP Service Delivery, working closely with many other DTI teams, has reached several milestones for PHRST Production.

Most significantly:

- The PHRST “Single Payroll Recovery Test” was conducted successfully at the DTI Biggs Data Center Site.
- Several steps were taken towards improving PHRST online performance for schools, including upgrading PHRST Application tools to PS Tools 8.42.15 and applying a Tuxedo/Jolt patch.



Other significant milestones:

1. Successful implementation of a new Flexible Spending Account vendor;
2. Successful implementation of establishing commuter pretax functionality;
3. School resolution for the occurrence of “White Screen” page by modifying HTML script – this helped clients using IE 5.0 and above;
4. As per DTI standards, coordinated the completion of the implementation of SFTP for external vendors and state organizations accessing files on Enna;
5. Implemented query management (Information Delivery) workflow in STAT which will help track queries and archiving objects in the production database;
6. Completed self-service Benefits Open Enrollment for Delaware Technical & Community College; &
7. Completed security changes in response to the findings of the PHRST application audit.



Other DTI teams – Operations, Systems Engineering and Telecom – made significant contributions to these efforts and continually assisted in improving performance and maintaining the environment.

Congratulations to Danduprolu Prakash (DP) the November Major Projects ERP Service Delivery Employee of the month. Also, congratulations to Holly Powell and Rao Isukapalli for a “Cheers for Peers” award for their effort to complete the CMS data match.



To focus on PHRST stabilization, ERP Executive Sponsors put a moratorium on work requests, except for critical updates such as Tax Updates, PeopleSoft “fixes”, and previously-committed “special projects” such as Flexible Spending Account, Pretax Commuter Benefits and Out-Sourcing Savings Bonds.

In an effort to enhance productivity, a short-term strategy is in place for the ERP development staff to be dedicated to individual modules (Human Resource, Benefits, Payroll). Cross-module training will be resumed at a later date. We hope this will enable the reduction of turn-around time and help maximize efficiency. The quarterly software release schedule is also on hold until the moratorium is lifted. The outstanding critical work efforts have been prioritized and are being monitored by the ERP Executive Sponsors.

Since April 18, 2004, the ERP Team has delivered a total of 138 work efforts fully utilizing Stat Version Control software to ensure a consistently high quality of effort.



The ERP Team is currently engaged in the annual PHRST Payroll year-end processing that includes producing W-2 forms, etc. for the first time under the new upgraded system.

As the ERP team continues to address outstanding work requests, part of their assignment is to update programming, technical and operational documentation. The next step is to develop ERP Programming Standards and continue to enhance the Quality Assurance practices that have been initiated.

ERP resources are also providing technical support to the Time and Labor and e-Recruit projects. Some team members are also participating in the State of Delaware Financial Reengineering project.

**Together...
anything can happen!!**



The Office of Major Projects is involved in a wide range of statewide initiatives:



Time and Labor:

Currently there are approximately 40 separate time reporting and leave accounting systems in the state. The (phased-in) implementation of PeopleSoft Time & Labor will gradually eliminate these stand-alone systems and allow for statewide standardized reporting of time. The Project Team continues to address business reengineering issues. Project is on schedule for an April 2005 implementation for five pilot organizations.



Project "French Vanilla":

Chaired by Dana Jefferson, Acting Director of State Personnel, this group is committed to reducing the number of modifications and customizations within the Payroll, Human Resource Statewide Technology (PHRST) system. To date, there have been some very successful results. One example is the outsourcing of savings bonds starting in January.



Recruitment:

This application will include online recording and tracking of all recruitment business processes, from the request to fill a vacancy, through the selection and hiring of a candidate. The current project team consists of mostly functional resources who are aligning SPO business processes with delivered PeopleSoft functionality. Recently, several issue papers related to software enhancements were approved by the ERP Executive Sponsors.



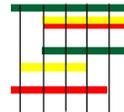
Courts Organized to Serve (COTS):

This is an initiative of the Delaware Judiciary aimed at acquiring a new, integrated automated case management system for use by the Courts and several partner agencies. This is a multi-year project that will be implemented in eight phases. The vendor (ACS) has now completed critical court process review sessions with all courts. DTI has recently approved the hardware configuration and site requirements for the primary and secondary location of the equipment.



Statewide Financial Reengineering:

Part of the State's 5-year ERP Plan calls for the implementation of PeopleSoft Financials. This system would replace several legacy systems that are not aging well! In preparation for the implementation of industry best practices, the state will reengineer many of its existing business processes. This project officially kicked off in July with IBM being the vendor to assist the state with its desire to reengineer. Currently the project is undergoing a "mid-course review" to validate the status of the project.



e-Government:

There continues to be a myriad of projects being tracked through the Dashboard. DTI was notified that the Delaware Portal (www.delaware.gov) won a national award for being 4th in the nation during a "Best of the Web" survey conducted by the Center for Digital Government. PN, and Greg Hughes attended the award ceremony in New York City in October. Over 20 e-Government initiatives were completed during 2004.



800MHz Next Generation:

The objectives of this project are to enhance the state's current infrastructure and provide in-building coverage for all critical buildings in the state. The Governor's Report from the 800MHz Next Generation Committee was completed and contract negotiations with the successful bidder were held throughout September. Projects have been prioritized and the contract with Motorola was signed on September 30th. Projects are underway.



Delaware Transit Corporation (DTC) Financials:

PeopleSoft Financials and Supply Chain Management applications were successfully upgraded to version 8.8 this month. A major objective of this upgrade was to minimize the number of customizations to the software.



E911 Phase II:

This project has already been through the procurement process, with the selection of the Verizon/Positran Team to supply Mapping software (auto-location of cellular 911 calls) to each of the nine Public Safety Answering Points (PSAPs) in the State. A project management consultant has been hired for this initiative. This project will eventually develop into a "Program" that will include all nine PSAPs and related projects (CAD Systems Upgrades, for example).

Newsletter Contributors:

Lynn Hersey-Miller
Pn Narayanan
Pam Waters
Cindy Bray
Kamlesh Sheth
Bryant Baker
Nancy Erwin

Heidi
 Nancy
 Kambush
 Stacy
 Sans
 Hemant
 Ron
 Heidi
 Ron
 Cyn
 Happy Holidays!!
 Lynn
 PRAKASH
 Sharon
 PAO
 Pam
 Siva
 ASHOK
 Binky
 Project
 Michael
 Holly

*"At the close of another year,
we gratefully pause
to wish you
a warm and happy
Holiday Season."*

