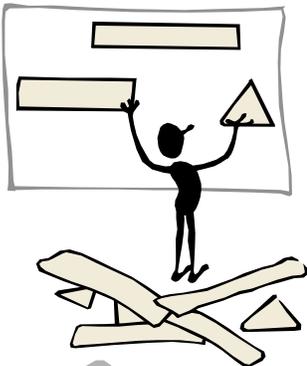


**Vision:** Provide consistent quality leadership in project management using industry best practices.  
Enhance the acceptance of cultural and technological change to maximize the benefits of major projects.

## Project Management Process Documentation – What’s Next?

### Highlights . . . .

Process Documentation  
News from the Director  
Project Management  
Change Management  
ERP Service Delivery  
Projects



Last issue’s front page article discussed the difference between projects and processes. To review, a process is a series of tasks that are repeatable with consistent outcome(s), whereas, a project is a series of tasks that have the intent to re-engineer or incrementally improve an existing process or to create a new process. Process improvement or new processes manifest themselves in the form of new/improved products or services.

The question then becomes, what can we do to consistently ensure project success? Recall, if you want consistency, you need a process... thus, a management process is born, one specifically geared to project management. So, Major Projects has endeavored to create the Project Management process towards guaranteeing that cost, quality, schedule, and stakeholder expectations are met or exceeded. The processes we are documenting and employing are based upon the years of experience collected in the Project Management Institute’s – “Project Management Body of Knowledge” (PMBOK).

So just where is this process documentation? Presently, Major Projects is planning to move the documentation to a shared drive to allow for a wider range of access. This plan includes a process (what else!) of assigning numbers to new documents, how the documents get posted, and the announcement (communication) requirements for new documents and revisions to existing ones. There will also be a single spreadsheet file that gives the researcher information about each of the documents in the shared drive folder, since the typical process file name (e.g. “110000-P-008.doc”) doesn’t give you much information about the process that’s documented!

As with any other activity that says “there’s a new process”, this rollout to the shared drive will be treated as a project. This means that there will be a schedule, there will be process validation, and that the aforementioned Document Control process itself will be reviewed and approved by stakeholders who are likely to access the shared drive to obtain this information.

Although this is a good first (baby) step, there is much room for improvement. Frankly, providing a spreadsheet log with hyperlinks to documents within the same directory employs technology that’s, well, a few years old... So, there are a couple of initiatives that are planned that will undoubtedly improve this process.

### [DTI Web Site](#)

Currently in the Planning-to-Execution phase, this project will employ Knowledge Management products and principles to automate the generation, storage, and reference to process documentation. This includes workflow approvals and automated approval notifications and publishing. This project is being managed by Applications Delivery, and is in Phase 1 (Requirements Specification and Planning) of a two-phase implementation. As the project is in the Study phase, more features may be uncovered that will allow us to dramatically improve the Document Control process.

### [Enterprise-Wide Project Management Tool](#)

Taking as a lesson learned from other States, DTI is going to re-initiate this project once our PM process documentation is in place – and working.

### 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)

In our March 2004 newsletter, I described the process that we were putting in place in order to allow us to begin to prioritize projects. If you'll recall:

- a "Project Priority Problem Statement" had been formalized;
- priority categories had been drafted;
- a basic Excel spreadsheet had been created to calculate priorities based on pre-defined "weights";
- a Scope Statement to define the process for establishing priorities had been created.

During this past quarter, the DTI Senior Team has had two meetings to further discuss all of these topics. Our current status is as follows:

- the Problem Statement has been approved;
- the priority categories have been further refined;
- the Excel spreadsheet has been made more robust and a User's Guide has been created;
- the Scope Statement has been discussed in greater detail.

Additionally, Cindy Bray, DTI Change Management Specialist, has assumed the role of the Project Administrator (PA). It will be the PA's job to gather new and updated information on all projects at DTI, update the spreadsheet to determine preliminary priorities, and notify the DTI Senior Team for subsequent review and discussion.

Work will now continue on the validation of this methodology by drilling down into the top 10 projects for each team. Additionally, meetings will be scheduled with DTI Team Leaders in order to present the material discussed thus far and solicit individual feedback. We are hopeful that with the conclusion of the General Assembly, DTI activities and schedules will allow for more discussion related to this important topic!

## Organizational Project Management Maturity Model (OPM3):

A main goal stated in our FY04 – FY05 Strategic Plan is to "Significantly reduce the amount of time and money spent on major project implementations and ensure that appropriate policies, procedures and resources are sufficient for post-implementation support".

As you know through your recent participation in the DTI Strategic Planning Town Hall meetings, our goal is simply a subset of DTI's overall strategic goal of "Enhanced Project Management" - to implement

statewide project leadership and management processes directed towards project success improvement and consistency. In order for DTI to accomplish this strategic goal, we must first understand what our current level of project management maturity truly is.

According to the Project Management Institute (PMI), "Organizational project management is the systematic management of projects, programs, and portfolios in alignment with the achievement of strategic goals. The concept of organizational project management is based on the idea that there is a correlation between an organizations's capabilities in Project Management, Program Management, and Portfolio Management, and its effectiveness in implementing strategy. The degree to which an organization practices this type of project management is referred to as its organizational project management maturity".



By using this Standard, we hope to provide a way to advance DTI's strategic goals through the application of project management principles and practices. We, as an organization, can determine exactly which Project Management Best Practices and Capabilities we have and do not have – and then begin to plan for improvement. We look forward to beginning this journey with you in the months ahead!

## Major Projects website:

I am pleased to announce our updated website and hope you will visit it to learn more about what's happening in our part of DTI -

<http://www.state.de.us/dti/majorproj/majprojects.shtml>

# Project Management

Looking back over the last 18 months, it seems as though a dream really has come true! As you all know, dedicated hard work from DTI, State Personnel Office, and Department of Finance helped to successfully complete the PHRST upgrade and Open Enrollment projects (more about this in the ERP Service Delivery section).

From the start, the project was aggressive, but realistic. As we made progress, the project management team used Probability-Based methods in a wide variety of decision-making situations within an environment of uncertainty and limited information. I would like to share one of those methods with you.

Bayes's Theorem is a simple mathematical formula used for calculating conditional probabilities. Before I go into how we used it, I would like to give you an example of Bayes Theorem.



If I throw dice and your call is 6, the odds are 1 out of 6. If I tell you the number is an even number, *remember, you don't see the value – only I see it,* your odds become 1 in 3. If I say it is not 2, the odds become 1 in 2.

This way, subjectivists like me, who lean on conditional probabilities, can take comfort in the project's status.

## A few milestones with target dates:

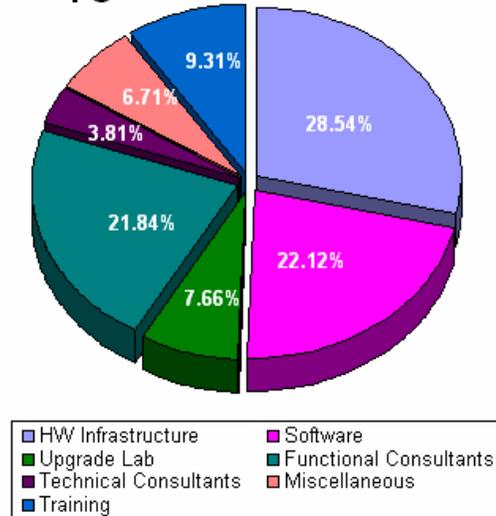
1. Get a temp server (Salerno) by March 2003
2. Go through Upgrade Lab by June 2003
3. Start system testing by July 2003
4. Infrastructure Readiness by January 2004
5. Training development by February 2004
6. Parallel Testing by February 2004
7. Final Conversions by April 2004
8. Help Desk and Readiness by April 2004

As you see, since we were able to meet each one of the above targets, our odds of success increased. By the time we went through the Lab and got into the System Testing, the odds were reasonably higher and the project team was able to take it a little easier. This helped us move through the holiday seasons without many sacrifices.

We did have our own share of problems, especially in the area of resource availability – we lost the project functional lead and had a few unexpected “holidays”. Though the project suffered minor bumps, overall, the odds were in our favor because of the realistic, aggressive approach.

Budget distributions across the different categories are shown below. Because we have a fully staffed ERP team, the need for technical consultants was a minor expense to the project.

## Upgrade Cost Distribution

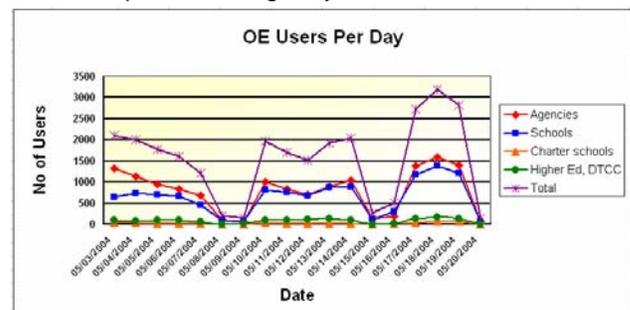


## A Few Risk Strategies

There were concerns about whether or not the size of the new infrastructure would meet the demands of online Open Enrollment. To confirm that we were ready for deploying online Open Enrollment, we used a Performance Simulation Tool from Mercury Interactive. This tool simulated a load equivalent of 2,000 Open Enrollment users in one hour. Since we did not have a frame of reference, we were worried about a last minute surge. The load balancing test confirmed that the infrastructure could handle more than 20,000 users on the last day of Open Enrollment (2,000 users per hour for 10 hours).

State organizations also helped us fortify our strategy. Many set up computer labs for state employees who didn't have access to a computer, to use for online Open Enrollment. This helped in keeping the user distribution reasonably consistent.

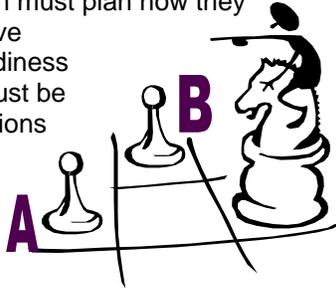
The striking feature of this whole process was that all categories of users maintained a uniform behavior. This graph shows the Total Open Enrollment usage and access by Agencies, Schools, Charter Schools, and Higher Education users per each day of the Open Enrollment period during May.



# Change Management

## CHANGE MANAGEMENT READINESS

Readiness involves analyzing an organization to identify the current state and the future desired state, and then identifying what is required to move from one state to the other. That is, an organization must plan how they are going to successfully move from point A, to point B. Readiness involves determining what must be done, tracking how organizations are doing, and reporting organizational progress.



### n. plan

1. A program, or method worked out beforehand for the accomplishment of an objective: a plan of attack.
2. A systematic arrangement of elements or important parts; a configuration or outline: a seating plan; the plan of a story.

### v. planned, plan-ning, plans

1. To formulate a program for the accomplishment, enactment, or attainment of: plan a campaign.

## Planning for Change

One of the most important Change Management activities is planning for CHANGE. To emphasize the importance of readiness planning, the planning activities will be presented in a three part series.

**Part 1:** Assessing the Organization

**Part 2:** Stakeholder Analysis/Key End-User Assessment

**Part 3:** Planning future activities to make change as easy as possible for all affected parties



## Assessing the Organization:

Once the Change Management Team has been assigned to work on a project, a readiness assessment must occur. The assessment takes into account:

- Scope of change
- Number of employees affected
- Type of change (process or technology)
- Amount of change
- Organization:
  - Culture
  - Leadership
  - Preparedness for change
  - Abilities to facilitate change
  - Resistance to change



This assessment of the change and a thoughtful review of the change is essential to planning any change strategy. When examining the organization in detail, information collected will also aid greatly in determining the strategies used to guide change.

The Organizational Culture plays a major role in how an organization is going to react to change. Giving consideration to this factor allows one to predict certain reactions in the stakeholders and plan accordingly to deal with these reactions.

Leadership within an organization is also important. Without solid leadership, the Change Management Team is able to accomplish very little. Change agents need to analyze the leadership structure and identify both a Champion for the project and a "Big Stick". The Champion is someone who whole-heartedly supports the change, sees where the organization is headed, will help rally the troops, and work tirelessly to support the change initiative. The "Big Stick" is someone with the authority to say "we are going to do it this way" and make it stand. Change Agents must also demonstrate superior leadership abilities in order to successfully convince those involved that "change is good"!

*Preparedness for change, ability to facilitate change, and resistance to change* are all related. Organizations have a limited capacity for change. If an organization is in the middle of a large degree of change, then implementing another change is very difficult. Additionally, an organization's experience with changes in the past must be considered. Have previous projects succeeded or failed? The past leaves a residual effect that can either work in your favor (past project success), or make change management more difficult (past project failure).

*Coming next issue...*

*Planning for Change – Part 2:*

*Stakeholder Analysis/Key End-User Assessment*

# 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 as well as the PHRST Upgrade. Most significantly, on April 18th, 2004, the current PeopleSoft version (7.51) was upgraded to the web-based version (8.8); allowing web-based processing for all Human Resource, Benefits and Payroll information for state employees. The project was implemented on schedule and under budget.



## Other significant milestones:

1. First statewide Benefits online Open Enrollment completed successfully for approximately 33,000 employees, using web-based data entry.
2. Workflow in Stat Version Control software was implemented successfully and is currently being used by PHRST Production team members, both functional and technical.
3. The new Cybermation Scheduler was implemented successfully and is being used for PHRST production support.
4. Prior to the actual Upgrade of PHRST, 60 million rows of data were archived. This allowed for quicker conversion as well as ongoing reduced access time and data storage.
5. Part of the archival strategy was to preserve previous production data so that the release of physical resources could be used for future Disaster Recovery support. This was a more cost-effective approach than previously used during the original implementation in 2001.

Other DTI teams – Operations, Systems Engineering and Telecom – made significant contributions to this project and assisted in making it possible to be on schedule. In addition to new software, the entire infrastructure for PHRST has been upgraded and redesigned to handle web-based processing.

During the PHRST Upgrade, the ERP Executive Sponsors agreed to freeze all the outstanding production efforts, except for critical tasks. This decision enabled the ERP team to deliver the Upgrade on schedule. With the successful completion of the Upgrade project on

April 18<sup>th</sup>, the ERP team has ensured PHRST Production stabilization and has now begun to deliver prioritized, outstanding work efforts.

The outstanding work efforts were prioritized during a recent Quarterly Release meeting with the PHRST functional managers. To date, the ERP Team has delivered a total of 44 work efforts fully utilizing Stat Version Control software to ensure a consistently high quality of effort. Some of the major efforts were to adding the Bonus to state employee paychecks, facilitate Open Enrollment, process FY05 fiscal year startup, etc. As the ERP team continues to address outstanding work efforts, part of their assignment is to update programming, technical and operational documentation. The next step is to make use of the DTI Change Control system as a part of implementing all work efforts. The ERP team appreciates the grace period provided while stabilizing the new system!!

Fiscal Year-end (FY) processing began on April 26<sup>th</sup>. We are using the detailed FY schedule produced during last year's processing, with minor changes due to the PHRST Upgrade. In addition to the FY schedule, we also have produced yearly production support schedules for PHRST daily activities, as well as annual events such as Open Enrollment, and doubling/quadrupling benefits rates for Schools and Higher Education during summer months.

One of the more visible changes to PHRST was Benefits Open Enrollment. This process was completed online this year, directly impacting all state employees with benefits. Again, this project was supported by the ERP Service Delivery team and the other DTI teams previously mentioned.

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



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



### PHRST Upgrade:

On April 18, 2004, the current PeopleSoft version (7.51) was upgraded to the web-based version (8.8); allowing web-based processing for all Human Resource, Benefits, and Payroll information for state employees. The project was implemented on schedule and under budget.



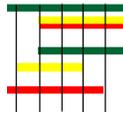
### Time and Labor:

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 has just recently been fully staffed and is now headed for an implementation date of November 2004 for several pilot organizations.



### 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. A "Proof of Concept" to test interfaces between the Courts and DELJIS was successful in January 2004. As a result, the contract for the statewide implementation was signed in March. This is a multi-year project that will be implemented in 8 phases. Phase 1 of the project includes implementation of the system for civil processing and the implementation of Imaging in one JP court by next fall. Initial functional and technical training on the system has been conducted by the vendor. DTI is working closely with the Courts to confirm the proposed architecture and approval is expected by mid-August.



### eGovernment:

The eGovernment Program consists of over 50 projects that are being tracked for reporting to the eGovernment Steering Committee. A recent eGovernment project implementation was the Sex Offender Notification system that was developed and managed by the DTI Application Delivery Team. This subscription service was deployed in early June 2004. Additionally, the Delaware Helpline is now housed at DTI.



### eRecruitment:

Implementation of a PeopleSoft eRecruitment application has been documented via the DTI Business Case Summary process. It has been reviewed internally by DTI teams and was recently reviewed and approved by the Technology Investment Council. 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.



### 800MHz Next Generation:

The 800MHz "NextGen" Program consists of several projects that have been identified and are in the Initiation phase. The NextGen Committee, consisting of State Leaders in Fire, Law Enforcement, and Emergency Medical Services, will be preparing a report to the Governor on the priority of projects and the order of the execution. The report will be based upon recommendations from the 800MHz Prime Contractor (selected after the RFP bids are evaluated in July 2004).



### Statewide Financial Reengineering:

Part of the State's 5-year ERP Plan calls for the implementation of PeopleSoft Financials. This system will replace several mainframe 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. Interviews have been conducted and a project manager and five full-time functional resources have been hired. A contract with IBM to provide business process reengineering services has been signed and the project will officially begin on July 12, 2004.



### Project "French Vanilla":

Chaired by Lisa Blunt-Bradley, 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.



### Pension Upgrade PS8.8:

Upgrade to PeopleSoft v8.8 was successfully completed in January, on schedule and within budget. Implementation of the ePay module (online pay advices) is underway and expected to be completed by late summer 2004.

### Newsletter Contributors:

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