

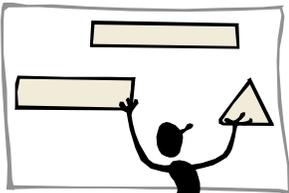
Office of Major Projects

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 Processes and Knowledge Areas

Highlights

Project Management
Processes
Knowledge Areas
News from the Director
Project Management
Change Management
ERP Service Delivery
Projects

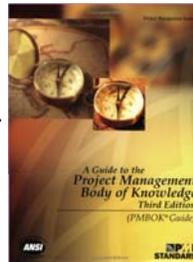


Project Management Institute:

In many of our previous newsletters, we've made reference to the fact that DTI is adopting the project management standards as defined by the Project Management Institute (PMI). These standards are being formally documented and adapted for state government by the Project Management, Change Management, and Applications Delivery teams.

Project Management Book of Knowledge (PMBOK):

The primary purpose of this PMI publication is to identify industry best practices in project management, including proven traditional practices that have been widely applied, as well as innovative practices that are emerging in the project management profession.



Project Management Process Groups:

There are five Project Management Process Groups required for any project. The five Process Groups are as follows:

- **Initiation:** Defines and authorizes the project.
- **Planning:** Defines and refines objectives, and plans the course of action required to attain the objectives and scope undertaken.
- **Executing:** Integrates people and other resources to carry out the project management plan.

- **Monitoring and Controlling:** Regularly measures and monitors progress to identify variances from the plan so that corrective action can be taken.
- **Closing:** Formalizes acceptance of the objectives and brings the project to an orderly close.

Project Management Knowledge Areas:

Because of the multi-dimensional nature of project management, the five Process Groups listed above are further defined into nine Knowledge Areas. Those areas include the following:

- **Integration Management**
- **Scope Management**
- **Time Management**
- **Cost Management**
- **Quality Management**
- **Human Resource Management**
- **Communications Management**
- **Risk Management**
- **Procurement Management**

In our future newsletters, we will further define each of the Knowledge Areas and how each interacts with the five Process Groups. For example, did you know that the Project Charter is part of Integration Management and is written during the Initiation Process? And every project should have a Charter!

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

ORGANIZATIONAL PROJECT MANAGEMENT MATURITY MODEL (OPM3)

In our June 2004 newsletter (gosh, has it been a year already?!), I explained a recently released PMI standard for assessing and improving the level of project management maturity within an organization. As a reminder, one of DTI's strategic goals is "Enhanced Project Management". In order for DTI to accomplish this strategic goal, we must first understand what our current level of project management maturity actually is.

Next Steps:

I'm happy to announce that such a project will begin next month. We have contracted with Project Assistants, Inc. to conduct this study. The project is estimated to last 4-6 weeks, with a formal kickoff meeting on July 11. Eighteen interviews have been scheduled with key people across all DTI teams.

Project Objectives:

The objectives of this project are as follows:

- Assess the current state of project management maturity at DTI (all teams)
- Support the development of a business planning process for project management improvement
- Develop a vision for the desired future state of project management maturity
- Develop a tactical plan (roadmap) for the next phase of project management improvement initiatives, including the initiative to design an Enterprise Project Management Office (EPMO) at DTI.

Project Deliverables:

The Deliverables of this project are as follows:

- **Project Management Maturity Assessment Report** – An assessment of the project management maturity level of DTI with a view of the desired future state of our organization
- **Strategic Charter** – Based on assessment findings, the development of a time-phased approach to achieve the desired future state of project management
- **Tactical Initiatives** – The development of a more detailed business plan with individual initiatives that will help us achieve our vision for "enhanced project management"

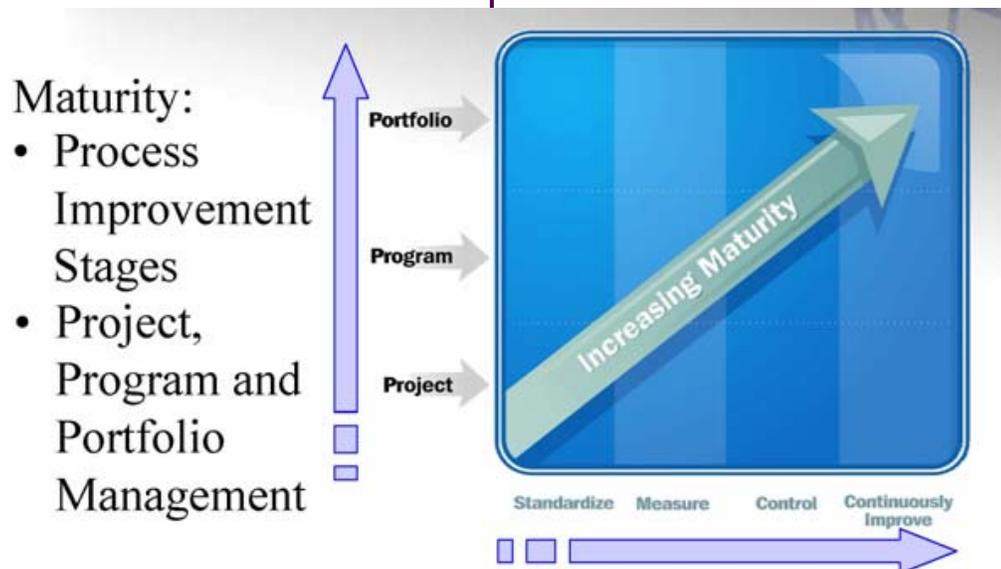
Project Management Team:

As time permits, our team continues to formalize and adapt PMI standard processes to our environment. The approved processes currently reside on the W: drive, but will be relocated shortly to the T: drive, where everyone will have access to them.

Change Management Team:

As mentioned on the front page of this newsletter, we will be defining the PMI standard project management Process Groups and Knowledge Areas in future issues. Additionally, we are taking a step beyond the PMI standards and will be incorporating our Change Management processes with the project management processes.

By integrating change management processes with project management processes, DTI continues to take a visionary approach to creating a comprehensive methodology that will help increase the level of overall project success within the State of Delaware.



Project Management

E-GOVERNMENT PROGRAM – E-PAYMENT PROJECT:



Introduction:

The Office of Major Projects maintains the role as the coordinator of all e-Government initiatives in the state to ensure consistency and efficiency in implementing projects that are useful and beneficial for the citizens.

Objective:

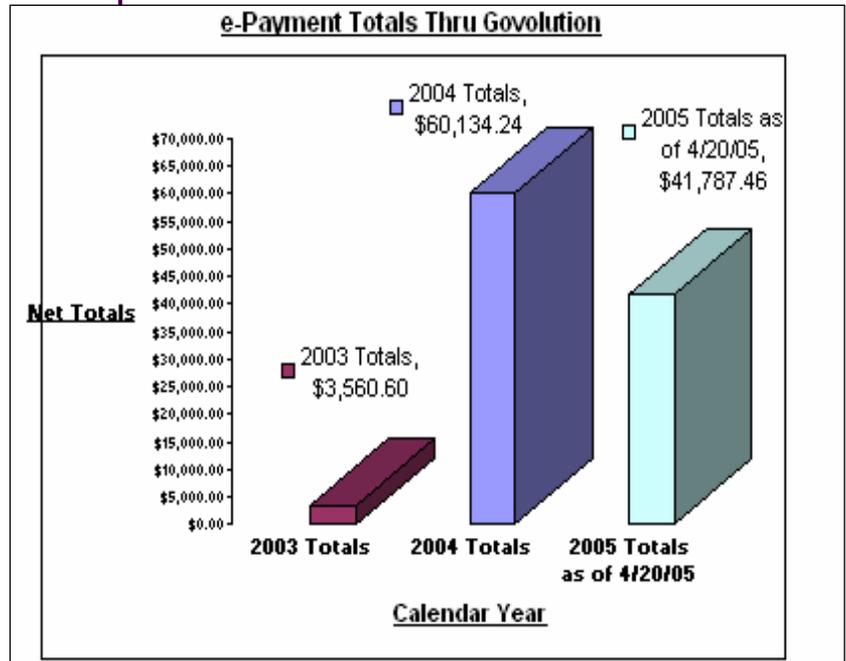
In an effort to streamline and increase e-Payment operations and further enhance superior secured customer service to the citizens and customers of Delaware, Govolution was selected as the third party vendor for e-Payment (in 2002) This selection was the result of an enterprise-wide strategic planning initiative that focused on cross-agency partnerships. This will allow organizations to effortlessly implement an e-Payment solution with their existing applications or to create a new application to garner more efficiency and better customer service for the citizen.

The Office of Major Projects has developed an e-Payment flow to set the direction for all e-Government projects that will define and carry out the e-Payment component with ease. All the necessary forms for Govolution and the e-Payment process are located on the DTI website at:

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

Statistics:

The statistics shown below indicate a marked increase in sales through the web for services and products offered by the State. At the current rate since inception, 2005 totals should equate to \$100,000+ in sales at year-end.



Goal:

In line with the e-Government strategic plan and the increasing growth in web services for the citizens, e-Payment is a key component to deriving ease of accessibility and use by the citizen. The State is able to deliver a service to the citizen that is seamless to the user, while maintaining a safe and secure transaction for numerous types of services. A benefit to this approach is the elimination of redundancy in the current processes of handling credit card transactions in the agencies. Currently, the Department of Natural Resources and the Delaware Transit Corporation are utilizing the state-wide e-Payment solution. Departments that will utilize the statewide e-Payment solution by year-end include the Department of Transportation, the Department of Finance (Revenue), the Department of Administrative Services and the Department of Labor.

If you have any questions relating to the e-Payment process, please contact LiWen Lin at 739-9688 or email: LiWen.Lin@state.de.us

Change Management

MBTI® PERSONALITY TYPE & COMMUNICATION

In the last edition, we discussed communication and some of the specific tools involved with developing that section of the Change Management project plan. There are also a myriad of inter-personal relationships to establish and maintain – teams to build, workshops to facilitate, stakeholders to identify, etc.

Change management provides the opportunity to work with many different personality types. When you are able to understand and recognize certain types, it is easier to productively communicate and interact. Effective communication helps you express yourself and understand the perspective of others. It also allows you to give and receive feedback, as well as to resolve conflict. Communication is a vehicle for understanding the interests, goals, visions and values of others and keeping people informed. These are all important aspects for successful change management.

Carl Jung (1875-1961), a Swiss psychiatrist, developed a theory of personality. He proposed that behavior is not based on random acts, but certain innate personality preferences. His work was interpreted by Katherine Cook Briggs and her daughter, Isabel Myers Briggs who created the Myers-Briggs Type Indicator® (MBTI®). The indicator can give you an understanding of your unique personality preferences. Knowing your personality type can help you understand and apply your personal preferences and appreciate the preferences of others that are different from yours. You can learn about and appreciate your natural communication style and adapt your style to communicate effectively with others.



listen in different ways. Personality type can help make sense of some of these differences.

In type theory, there are eight preferences that are grouped into four opposites and represent the way we:

- Gain and direct energy
- Take in information
- Make decisions
- Deal with the outside world

Your answers to the questions on the MBTI® will determine which preferences you prefer.

Your type will be reflected in a four-letter type code. Your four-letter type code represents your distinct personality type. There are sixteen MBTI® types, each representing a unique way of relating to the world. Therefore, someone with an **ISTP** type will be quite different from someone with an **ISTJ** type, even though three of the four letters are the same. It is not a measure of your skills or abilities, but rather a way to help become aware of your unique style and understand others.



The Change Management Team is well versed in type recognition and two of the team members are qualified to administer the MBTI® Step I and Step II. We use this knowledge to help us recognize, understand, and accommodate communication differences as we develop our plans and strategies. We also use this skill to help develop and coach teams as they work together towards a successful project implementation.

Whatever your communication situation, interaction can always be enhanced by taking the time to understand the communication style of the people with whom you are interacting. When you tune into these differences, you can more effectively share your opinions, understand other perspectives, solve problems, and resolve difficulties.

We recently administered MBTI® to all members of the Office of Major Projects – and there were some surprises!!

MBTI® Personality Preference Chart (page 5)



To be effective, you must be able to listen to and understand the perspectives of others. Then you must communicate the information people want and need in a way that encourages them to listen. However, different people want to hear and

MBTI® Personality Preference Chart

MBTI® Personality Preferences	
E or I Orientation of energy; direction of focus; source of energy	
EXTRAVERSION (E) Directing energy toward the outer world of people and objects <i>"Let's talk this over."</i>	INTROVERSION (I) Directing energy toward the inner world of experience and ideas <i>"I need to think about this and process the information."</i>
S or N Ways of taking in information	
SENSING (S) Grounded in reality, focusing on what can be perceived by the 5 senses <i>"Just the facts please."</i>	INTUITION (I) Focusing on concepts, theory – the big picture <i>"I can see it all now."</i>
T or F Ways of coming to conclusions	
THINKING (T) Basing decisions on logical analysis with a focus on objectivity <i>"Is this logical?"</i>	FEELING (F) Basing decisions on personal or social values with a focus on harmony <i>"Will anyone be hurt?"</i>
J or P Orientation to outer life; attitude toward the external world	
JUDGING (J) Preferring decisiveness and closure <i>"Just do something."</i>	PERCEIVING (P) Preferring flexibility and spontaneity <i>"Let's wait and see."</i>

Enterprise Resource Planning (ERP) Service Delivery

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

SIGNIFICANT MILESTONES:

- PHRST Time & Labor rollout for DTI, Finance, and Colonial School District
- Utilization of the PeopleSoft UPK software for Time & Labor training
- Upgrade of STAT Version Control
- Implementation of Supplemental Benefits



OTHER MILESTONES:

- Successful implementation of a new Total Compensation Summary Statement for all state employees
- Application of Oracle critical patch applied to PHRST production and development databases
- Passive Online Open Enrollment for state employees using e-Benefits module
- Successful implementation of the PeopleSoft "Forgot My Password" functionality in the PHRST system.
- Implementation of the transmission of the Self-Service Change file for SSL/VPN login security using the PeopleSoft email solution

Other DTI teams – Operations, Systems Engineering, and Telecom – made significant contributions to these efforts and others, and continually assisted in improving performance and maintaining the environment. In particular, the following tasks would not have been successful without their help:

- Telecom and Systems Engineering made it possible to archive Confirmation Statements in DocumentDirect by temporarily relocating the ViewDirect server in a different DMZ
- The DTI Service Desk team provided excellent support during the Benefits Open Enrollment period, accepting additional responsibilities during this time period.
- DTI Operators provided their services for the printing of the Open Enrollment Confirmation statements for all state organizations.



Work Efforts:

As reported in the last newsletter, the direction of the ERP Team is to work on only "must have" requests approved by the ERP Executive Sponsors. April through June, the ERP Team successfully completed 96 requests, including all identified "must have" requests. Human Resource Bundles 1-3 will be addressed after fiscal year start-up processing is completed.

ERP Standards:

As the ERP Team continues to address outstanding work efforts, part of their assignment is to update programming, technical, and operational documentation.



To facilitate the continual task of documentation and the effort to produce a quality product, the ERP Service Delivery Team is in the process of doing a complete review of all standards relating to PeopleSoft objects, development, and solutions. This effort is intended to be on-going and iterative because standards must be continually adjusted due to changes that are driven by PeopleSoft delivered solutions, State of Delaware business practices, and the evolving knowledge gained by the development team. To date, the team has reviewed and revised a number of naming standards and created naming standards where none existed in the past. Additionally, the team began developing standards for the various programming languages used to deliver solutions and functionality.

In the area of solutions, the team is working on standards that will allow for delivery of control totals, small reports, and text files to a limited number of email recipients. This solution allows another option for the dissemination of information. Additionally



in the works – a review of the PeopleSoft delivered online "HELP" functionality and how it may be able to be used at PHRST.

Other on-going efforts:

- Initiative is underway with Re@lity Corp to enhance Quality Assurance practices
- Cross-Functional Meetings: combined production and development teams to enhance cross-functional communication/participation.

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Enterprise Resource Planning (ERP) Service Delivery

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- ERP resources are providing technical support to the Time and Labor Phase II rollout and e-Recruit implementation.
- ERP resources are participating in the State of Delaware Financials Reengineering project.

Fiscal Year Startup:

The highlight for June is the Fiscal Year Startup, which includes organizational structural changes, mass salary updates (which include the general salary increase and the movement to mid-point pay increase for this year), account code mass update, school funding mass update, and other fiscal year-end activities (journal vouchers, funding reconciliation, etc.) that must be completed in preparation for the DFMS



close-out. This is a very critical time of the year and often requires resources to work additional hours to quickly design, code, and test for the development work required as a result of the Governor's Recommended Budget.

Projects for FY06:

We identified eight smaller projects necessary for the upcoming fiscal year:

- Application Bundles and Fixes to stay current with PeopleSoft Version 8.8
- PeopleTools Upgrade
- PHRST Disaster Recovery planning
- PHRST Reengineering for PeopleSoft Financials
- ERP Reporting Strategy
- Human Resource work requests needed in preparation for the implementation of e-Recruit, Data Archiving, and Pension Disability.

**Together...
Anything
Can
Happen!**



Our Team: Recognition



- **Nancy:** Division Employee of the Quarter (January – March 2005)



Team Leader Employee of the Month

- **Rose & Nancy:** March 2005
- **Sri & Nancy:** April 2005
- **Kevin & Cindy:** May 2005



March 2005 KUDOS:

- **Kamlesh, Bill, Sang, Li Wen, Stacey**

April 2005 KUDOS:

- **Stacey, Ashok, Rao, Don, Savitha, Bill, Kamlesh, Rose, Sri, Kevin, Hemanth**

May 2005 KUDOS:

- **Kamlesh, DP, Li Wen, PN, Rao, Hemanth, Holly, Rose, Heidi, Ashok**



March 2005

- **Ashok, Rao, Savitha**

April 2005

- **Sharon, Cindy, Pam**

May 2005

- **Li Wen, Stacey, Pam, Ashok, Heidi, Nancy, Cindy**



Newsletter Contributors:

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Bryant Baker
Nancy Erwin

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. Three pilot organizations went live on April 28th successfully. The focus is now on a DelDOT implementation with a due date in November 2005.



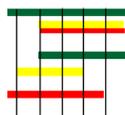
e-Recruit: This application will include online recording and tracking of all recruitment business processes, from the request to fill a vacancy, through the selection and hiring of a candidate. The team continues to be focused on business process reengineering opportunities. The ERP Executive Sponsor committee recently gave approval for a proposed April 2006 implementation.



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. The Implementation Schedule and Budget Deliverable was recently submitted to the State. Several critical issue papers are under review by the ERP Executive Sponsors.



Transparent LAN Services (TLS): The TLS project will bring a high-speed fiber-based data service to the State of Delaware, offering greater bandwidth capacity than the current network. DTI, teaming with Verizon, will be replacing the current T1 service to State Organizations with TLS. DTI Telecommunications team is leading this effort, with help from Major Projects for project oversight and communication development. TLS is scheduled to be up and running in all Delaware School District Offices in early August and in all the high schools by early October. A statewide implementation is scheduled to be completed in summer 2006.



e-Government: The team is currently very active with the construction of a more comprehensive e-Government Program for the state. "Spin-off" sub-committees and working groups are attempting to address security issues and their impact on citizens accessing various applications. A Program Charter is being developed, as well as an updated strategic plan.



E911 Phase II: The E911 Mapping project has come to a close with the completion of the installation of all hardware and software at the nine Public Safety Answering Points (PSAPs) statewide. The system is now networked to a centralized server in Kent County from which map data updates are loaded and issued to all PSAPs. Cellular providers have until the end of September to validate location information with each of the PSAPs on a county-by-county basis; upon field test completion, cellular callers will be automatically located with a guaranteed accuracy using GPS or tower triangulation methods, regardless of the cell service provider.



Delaware State Police CAD System: The CAD (Computer Aided Dispatch) project has just completed the procurement process, with the agreement to upgrade seven of the nine PSAP's systems from an old AS-400 based system to a local client/server based system at each PSAP. Phase II of this project, if funded by the E911 Board, will allow for each of the PSAPs to be on a common network with a master site server for data sharing. Delaware State Police is managing this project, with DTI Office of Major Projects (OMP) providing oversight. The OMP has already provided vital project services by engaging in detailed contractual negotiations with New World (the CAD vendor) on behalf of the Board and the State.



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. All hardware for the Biggs and William Penn Data Centers has been delivered and is being installed. 80% of installation activities completed and the fail-over tests are in progress. All functional training has been completed and the review of proposed system customizations is underway.



800MHz Next Generation: The objectives of this Program are to enhance the state's current infrastructure and provide in-building coverage for all critical buildings in the state. Detailed Design Review phase 1 is completed, enabling acquisition of all equipment for New Castle County sites, including Wilmington, plus Laurel and Milford. The zoning process has been completed for the Milford site, and most privately owned sites are pending lease contracts, required to complete the zoning process.



Project Management Maturity Assessment: Project Assistants Inc. will be interviewing selected DTI team members to assess DTI's project management maturity level and recommend a path forward. The project start date is July 11th and is expected to be completed in August 2005.