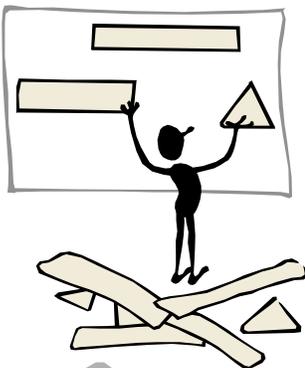


**Vision:** Provide consistent quality leadership in project management using industry best practices.  
Enhance the acceptance of cultural and technological change to maximize the benefits of major projects.

## Process vs. Project: – What Else Could There Be?

### Highlights . . . .

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



### *"I'm pretty sure I know what a process is..."*

It's a series of tasks we do on a regular basis that are repeatable. A process can be documented as a procedure, is "flowchart-able," and has a trigger or two that tells us "it's time to follow this process." It also has a well-defined endpoint. Let's take a look at some example trigger events and processes that we may experience through the course of a day.

- As a Service Desk technician, your process tasks are almost always triggered by a phone call or an email requesting your assistance. Your process tasks always include gathering the information needed to initiate a Peregrine ticket, and the specific process needed to resolve the problem always ends by closing out the ticket. When you encounter the same issue with another client, you follow the same, repeatable series of tasks towards closing that trouble ticket.
- As a Project Manager, one of your processes is triggered by being notified that a project assigned to you has confirmed funding. Your process begins with accessing the DTI Contract database and entering information to establish your project's budget and cost recovery vehicle.
- Hunger is a trigger for the process of locating nutrition and consuming. There's a process for hitting up your local donut supplier, selecting the items that happen to appeal to you for the occasion, and paying for your purchase. In some cases, this process occurs way too often!

### *"So what are projects?"*

Projects are the tasks that you do to establish a new process or improve upon an existing one. The process improvement could be a "tweak", or a complete

re-engineering – in either case, the tasks we do to improve the process comprise a project. In fact, anything you do during the course of a day can be considered either a process or a project task! Let's look at some more examples of projects and how their results establish new processes or improve existing ones.

- State Phone Directory project. This project will result in the improvement of the process of locating the telephone (or fax) number of a State employee or organization. Publishing these numbers on the Web with daily updates virtually ensures immediate accessibility and accuracy, as opposed to relying on a dated printed version (not to mention reducing the amount of paper we use!)
- Project Prioritization project. This project will result in establishing a new process – Project Prioritization. This project will result in a stable, repeatable and objective process based upon a "weighted scoring" method of decision making and project portfolio management. Project tasks include facilitating a department-wide consensus on the factors to consider when assigning a priority to a project.
- The Diet project. This project will result in the improvement of the process of responding to the hunger trigger towards losing weight or better health. Project tasks include researching different diets and collecting the information necessary to select one. The improved process will include such steps as compiling a modified grocery list, tuned food selection while in restaurants, and the selection of a healthier uh, -er, donut...

### 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

## So what are projects??

In our last newsletter, I talked about "What is a major project?" At DTI, a major project is defined as "a project that crosses organizational boundaries or significantly changes the way business is conducted in an organization". Obviously, not every project is a major project!

Projects are often implemented as a means of achieving an organization's strategic plan. Operations and projects differ primarily in that operations are ongoing and repetitive while projects are temporary and unique. However, many organizations now use project management as an approach to ongoing operations in order to apply project management techniques to them.

To build upon the description from page 1, a project is a *temporary endeavor undertaken to create a unique product or service*. *Temporary* means that every project has a definite beginning and a definite end. *Unique* means that the product or service is different in some distinguishing way from all other products or services.

## A little history on Project Management:

Planning and managing projects has been going on since the beginning of time: rotating crops, building housing, paving roads, running a political campaign.

Project management can be applied to any project regardless of size, budget or timeline. Project management:

- helps organizations meet their customers' needs by standardizing routine tasks and reducing the number of tasks that could potentially be forgotten;
- ensures that available resources are used in the most effective and efficient manner;
- provides senior executives insight into "what is happening" and "where things are going (or not going)" within an organization.

Modern project management began in the late 1950s and early 1960s when the size, scope, duration and resources required for new projects began to demand more than a flowchart and a conference room table. At the same time, literature on the subject of "management by projects" began to emerge. The phrase "project management" crept into the vernacular, although then it was mostly limited to the engineering and construction industries.

Project management has gained increasing popularity over the past several decades because of significant changes in the workplace (downsizing, competition, more sophisticated customers, etc).

Project management is now becoming a part of our culture at DTI and is adding tremendous value to the state.

## Prioritizing projects:

As everyone knows, there is a multitude of projects that we face each day on all of our teams. Handling multiple projects means more than just dealing with multiple schedules; it involves multiple risks, stakeholders and budgets. To effectively manage multiple projects, we need to recognize priorities and delegate wisely – not an easy feat in today's fast-paced and complex environment. We need to have an understanding (some more extensive than others) of how risk, human resources, schedules and costs must be integrated.

DTI is making progress on recognizing and establishing priorities. That progress includes the following:

- A "Project Priority Problem Statement" has been formalized.
- Project priority categories have been drafted.
- A sample Excel spreadsheet to calculate priorities has been created.
- A Scope Statement to define the process for establishing priorities has been drafted.

In early April, the DTI Senior Team will be meeting to discuss the topics listed above. The intent is to gain consensus on the approach for identifying the problem; categorizing and calculating the priorities; and gain approval on the Scope for defining the Process. This will be a very tedious task; however, the structure and discipline that is required for effective project management begins at the very beginning...

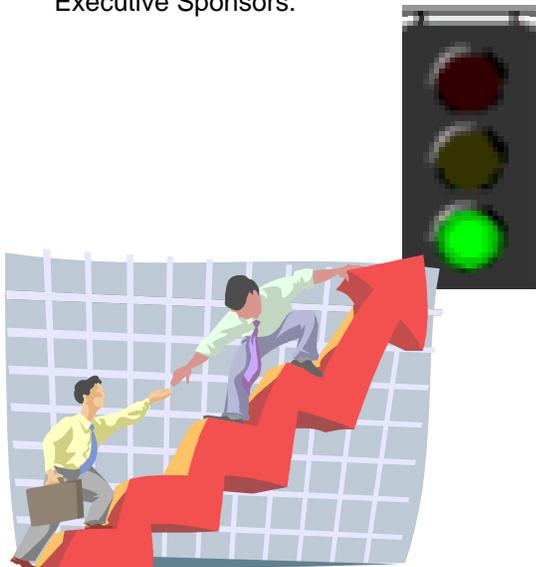


# Project Management

## *Progress since our last newsletter:*

During the past 3 months, we have made significant progress on many projects and have been involved in other projects that are in the planning stages. Just to name a few:

- All systems are “go” for the **PHRST Upgrade** which has successfully completed parallel testing and will be starting the final conversion to production on April 11. The conversion to the new web-based system takes about 100 hours. Once completed, there will be numerous post-conversion scripts that must be run in order to get the data in a state that is ready for production. Our entire team will be here on Sunday, April 18, when the new system goes live and the end-users begin to process data via the intranet.
- The **e-Benefits** module for web-based Open Enrollment in May is on schedule and the remaining employee communications have been sent to the firm that is printing the final documents.
- The contract has been signed for the statewide implementation of the **COTS** project and the software has been shipped to the Justice Information Center in Wilmington.
- The 2,000-page RFP for the **800MHz** project was released and the site visits for all bidders were conducted. The team is very busy answering vendor questions in order to meet the April 30 deadline for proposal submissions.
- The **Time and Labor** project plan has been reassessed and approved by the ERP Executive Sponsors.



- Resource planning for the State's **Reengineering** project for the replacement of DFMS is underway. Five vendors bid on the project and a final selection has been made. Contract negotiations are underway.
- Work is underway for the completion of the annual **e-Government survey** for the Center for Digital Government, which is due April 30.

## *Standards and Procedures:*

All of the work that is required by the projects mentioned above has somewhat limited our ability to focus on one of our main strategic objectives “Establish Program and Project Management Standards”.

We find ourselves actually doing things concurrently. For example, as part of the final preparation for the COTS contract, we have established a new standard project management deliverable – Application Integration Plan. This plan is a thorough report on all other projects within the state that may have an impact on the COTS project. It will be instrumental in determining any interfaces to other systems or changing requirements as the project progresses. Additionally, a Resource Management Plan, depicting the actual names of people who will be assigned to the project, has been completed. This document is also being required for the Financial Reengineering project so that organizations can begin to plan for their resources and even backfill positions when necessary.

## *Current status of Standard Documentation:*

Documentation that has been completed or is underway is listed below. This list will continue to grow as our team has the time to spend on this initiative.

- DTI Project Prioritization (110000-P-004) - under construction
- E-Government Project Status Reporting (110000-P-101) - completed
- Procedure Template (110401-T-001) - completed
- Project Initiation (110401-P-003) - completed
- Project Charter Template (110401-T-003) - completed
- DTI Contract Establishment (110401-P-010) - completed
- Project Closeout (110401-P-900) - under construction
- 110000-M-101, e-Government Dashboard User Guide - completed

# Change Management

*Take advantage of every opportunity to practice your communication skills so that when important occasions arise, you will have the gift, the style, the sharpness, the clarity, and the emotions to affect other people.*

*Jim Rohn (1892 - 1973) US author  
In The Ultimate Success Quotations Library, 1997.*

*To improve communications, work not on the utterer, but the recipient.*

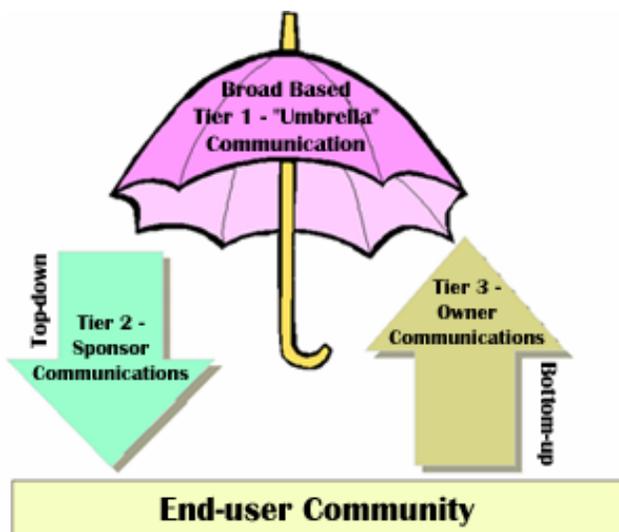
*Peter Drucker (1912 - 1989) US historian  
In "Quotable Business," ed. Louis E. Boone, 1992*

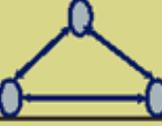
## Change Management Communication

Change Management requires communication from the executive level down to the end-user level. Communication that answers the "nine golden questions" must be provided. Answering the nine golden questions should cover:

1. Who is being affected by the change?
2. What is being changed?
3. When is the change happening?
4. Where is the change taking place?
5. Why are things changing?
6. How will the change happen?
7. What does this mean to me?
8. Why do I care?
9. What will I do differently tomorrow?

When communicating with a large audience, it is important to employ different types of communication to meet specific goals. First communication should flow in all ways. That is, not only from the top down, but also from the bottom up, and side to side.



	<i>2 people</i>	<i>One path</i>
	<i>3 people</i>	<i>3 paths</i>
	<i>4 people</i>	<i>6 paths</i>
	<i>10 people</i> <i>50 people</i>	<i>45 paths</i> <i>1200 paths</i>

To meet these varied communication needs, the Change Management Team uses specific tools that are designed to target specific audiences and types of communication.

## Communication Tools

- Communication Plan
- Bulletins
- Newsletters
- Workshops
- User Groups and Key End-user Meetings
- Paycheck Stuffers
- Website
- Employee Direct Mailings

The key to any communication, whether it is for Change Management purposes, or simply every day business purposes, is to know your audience. Different audiences require communication in formats geared for them.

## What's coming??

In preparation for this year's web-based Open Enrollment in May, our Change Management team has assisted in numerous employee communications. Look for lots of information at the local Health Fairs, SPO website and also arriving at your homes!!

*Coming next month...*

*Change Management Readiness in detail.*

# Enterprise Resource Planning (ERP) Service Delivery

Since our last newsletter, DTI and ERP Service Delivery teams have reached many milestones for both PHRST Production Support and the PHRST Upgrade to version 8.8.

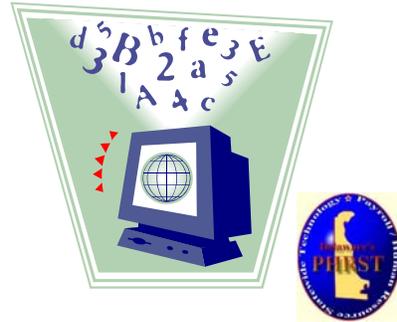
As all of you may know, PHRST is upgrading to the web-enabled PeopleSoft version 8.8 and is scheduled to “Go Live” on Sunday, April 18<sup>th</sup>!! In May, the State’s Open Enrollment will be conducted on the Intranet/Internet with its first self-service module, e-Benefits.

## Significant Milestones:

1. PHRST Upgrade workflow in **Stat Version Control** software has been implemented successfully and is currently being used by the ERP team. A standard application development workflow is being finalized for the “go live” date of April 18<sup>th</sup>.
2. The new **Cybermation Scheduler** was implemented and tested successfully during PHRST Upgrade Parallel testing. The team is currently finalizing the PHRST production schedule for April 18<sup>th</sup>.
3. We have sought professional guidance (from **Mercury Interactive**) to assist with performance testing and tuning on the PHRST Upgrade infrastructure in order to ensure user expectations are met while processing Human Resource, Benefits and Payroll information via the Web.
4. For the first time in the State’s ERP history, we have implemented the PeopleSoft Training Administration module for the Department of Correction with **NO software modifications!** This was a direct result of the Project “French Vanilla” initiative started in 2002. That project has created the awareness among end-users and executive decision-makers alike that reengineering business processes to conform to industry standards is the most cost effective way to implement ERP systems.
5. PHRST has implemented PeopleSoft **archiving** rules and eliminated approximately 30 million rows of information from the production system.

## Employee Open Enrollment:

As previously mentioned, Employee Open Enrollment (May 3 – May 19) will be conducted on the Web this year. Our team will continue to work closely with the other DTI teams to ensure this new process is as *uneventful* for state employees as possible! Many employees do not have access to the Web – or even



computers – so special arrangements are being made to assist wherever necessary. The conclusion of Open Enrollment will be the printing of approximately 35,000 Confirmation Statements at DTI on May 22.

## “Post-Upgrade” Plans:

Once the PHRST Upgrade has been successfully completed, the ERP team will ensure PHRST Production “stabilization” and begin delivering prioritized outstanding work efforts. Program, Technical, and Operational documentation will all be updated as a result of the PHRST Upgrade.

Our team has a scheduled Quarterly Software Release meeting with PHRST functional managers for the purpose of planning and prioritizing all outstanding work efforts logged prior to and during the Upgrade. The PHRST team will fully utilize Stat Version Control and the DTI Change Control process to ensure quarterly software releases are migrated with the highest quality.

## Fiscal year-end processing:

Special fiscal year-end processing is scheduled to begin April 26<sup>th</sup>. As the result of an extensive work effort last year, we will (for the first time) be able to use a detailed project plan that was created for fiscal processing – with minor changes as a result of the Upgrade in April. Having this project plan in place will not only reduce the amount of work required, but also ensure the sequence of events are properly planned and executed.

Major Projects’ ERP Service Delivery team is most grateful to DTI teams (Systems Engineering, Telecommunications, and Operations) for their significant contributions to these projects. In addition to the new software product, the entire infrastructure has been upgraded and redesigned to handle web-based processing.

*Together...anything can happen!*

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



### PHRST Upgrade:

The current PeopleSoft version (7.51) is being upgraded to the web-based version (8.8) that will allow for employee self-service for Benefits Open Enrollment in May and web-based processing for all Human Resource, Benefits and Payroll processing for state employees. PHRST Upgrade is scheduled to "go live" on April 18.



### 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 and Labor will gradually eliminate these stand-alone systems and allow for standardized reporting of time across the state. Recently, three abrupt vacancies by functional resources has caused the project plan to be reassessed with a timeline for late 2004.



### Recruitment:

Implementation of a Recruitment application is scheduled for Fall '04. This will include an application with on-line recording and tracking of all recruitment business processes from the request to fill a vacancy through the selection and hiring of a candidate.



### Statewide Financial Reengineering:

Part of the State's 5-year ERP Plan calls for the implementation of PeopleSoft Financials. This system would replace legacy systems such as DFMS, OMS, BACIS and BDIS. In preparation for the implementation of industry best practices, the state must reengineer many of its existing business processes. Vendor negotiations are underway for the start-up of this project. Availability of functional resources will determine the start date.



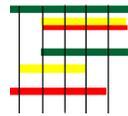
### Pension Upgrade PS8.8:

Upgrade to PeopleSoft v8.8 was successfully completed in January. Implementation of e-Pay (online pay advices) is underway.



### 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. As a result, the contract for the statewide implementation was recently approved by the Budget Office and the Office of the Controller General. This is a multi-year project that will be implemented in 8 phases. Initial project team training on the functionality of the system will soon be underway.



### e-Government:

The e-Government Program consists of over 50 projects that are being tracked for reporting to the e-Government Steering Committee. An automated reporting system (the e-Government Dashboard) has been completed and has been in full use for three months. Revisions to the application are in the works, reflecting user suggestions and a higher level of automation. The newly revised Dashboard is planned for rollout in May.



### 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 May).



### Project "French Vanilla":

Chaired by Lisa Blunt-Bradley, Director of State Personnel (owner of PHRST), this group is committed to reducing the number of modifications and customizations within the PHRST system. To date, there have been some very successful results.

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