

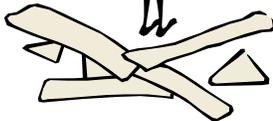
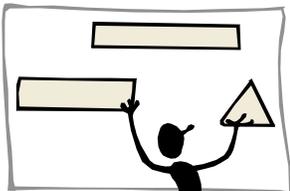
Office of Major Projects

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 Methodology and Life Cycles

Highlights

- Project Life Cycles
- News from the Director
- Project Management
- Change Management
- ERP Service Delivery
- Projects



According to *Webster's Unabridged Dictionary of the English Language*, **methodology** is "a set or system of methods, principles, and rules for regulating a given discipline". The responsibilities of a methodology are to manage the performance of the project (resources, communications, life cycle, etc.). It should set the direction for all team members throughout the life of the project.

Out of the numerous project management life cycles, Major Projects has selected four as the core ones for addressing various DTI projects. Variables to consider when selecting a life cycle include organizational structure and culture, project assumptions and constraints, "lessons learned", etc.

Formal project management documentation has been an ongoing activity on our team for several months. Our Process documentation for selecting a life cycle (110401-P-011) has recently been finalized and released.

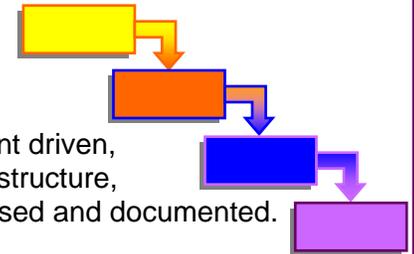
Recommended Life Cycles:

- Waterfall
- Time Boxing
- Rolling Wave (Spiral)
- Parallel/Fast Track

In this article, these four project life cycles are addressed briefly.

WATERFALL:

This is the most simple and widely used model. Here the project flows through a defined sequence from Requirements through Delivery. The project proceeds further only if the earlier step is completed. For example, if the Requirement Analysis is not completed, the Design Phase won't be started. The phases of projects are not overlapped.



Pros:

Simple, document driven, defined structure, widely used and documented.

Cons:

Not flexible, not suitable for "rapid application development", too much project documentation (a resource drain on small projects).

TIME BOXING:

In this model, a sense of urgency fits the scope to the schedule. This is achieved by keeping project focus on important features. This is helpful on projects where customers are agreeable to feature reductions.

Pros:

Reduction in schedule time, reduced schedule risks, higher success rates, controls scope creep.

Cons:

Not suitable for all projects, may compromise quality to meet the schedule, works well primarily for smaller projects.

(Continued on Page 6)

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 (December 2004), the update on this initiative was "...training has been completed and DTI will officially begin to use this Process in January 2005". As planned, that did, in fact, happen in January!

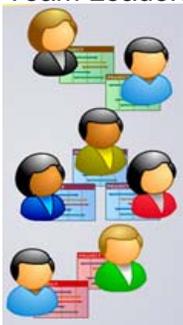
The Customer Relationship Specialists (CRSs) and various Project Managers from DTI teams are providing project-related updates to Cindy Bray prior to the 5th of each month. Using the updated data, the spreadsheet is then sorted and new priority rankings are produced. Team leaders can then use this list of prioritized projects to help manage their individual resources. The information is then reviewed by DTI Senior Team and Team Leaders during "workload management" meetings at the end of each month.

True resource management will not happen until we implement a department-wide project management tool. A DTI Business Case Summary was recently approved by the iTIC for the implementation of Microsoft Project Enterprise 2003. Originally, it was planned for this tool to replace FirstCase. However, FirstCase will now be replaced by the PeopleSoft Time and Labor project which is scheduled for implementation on April 28 for DTI and two other pilot organizations (Department of Finance, Colonial School District). How the implementation of Microsoft Project Enterprise will impact Time and Labor will be further evaluated as part of the enterprise project.



DTI Workload Spreadsheet (update):

Also, as an update from our last newsletter, all Team Leaders have identified the process-related work in each of their teams. They have estimated the percentage of time their resources are actually available to work on projects! Remember... Projects have a beginning and an end date. Processes are ongoing work efforts that allow DTI to operate effectively on a daily basis. To date, we have



identified all projects and answered several questions that help prioritize them. We have identified all processes that are performed and the estimated amount of time to perform them. So what is the next logical step required in order to get a handle on the entire workload picture at DTI? There are several things:

- 1) Team Leaders are now in the process of defining business categories that will include all of the work performed at DTI.
- 2) Team Leaders will then *categorize* all of their identified processes.
- 3) Once all process are categorized, they may need to be prioritized. In order to prioritize them, several questions should be asked (just like the project prioritization process).
- 4) Those questions are currently under development.

| | A | B | C | D | E | F | G | H | I | J | K | L | M | N | O | P | Q | R | S | T | U | V |
|----|----------------------------|----------|------------------------|-------------------|----------------------|------|---|---|---|-------------------------|--------------------------|----------------------------|----------------------------|--------------------|--------------------------|---|------------------------------------|---|---|---|-----------------------------------|---|
| 1 | | | | | Business Case Status | | | | | | Office of Major Projects | | | | | | Office of Chief Technology Officer | | | | Office of Chief Operating Officer | |
| 2 | Workload | Customer | Customer Delivery Date | DTI Delivery Date | iTIC | iTIC | | | | Project Management Team | Change Management Team | ERP Services Delivery Team | Applications Delivery Team | Customer Care Team | Systems Engineering Team | | Business Office Team | | | | Data Center & Operations Team | Comments |
| 3 | Project Management | | | | | | | | | | | | | | | | | | | | | |
| 4 | 000 Mhz | DTI | | | | | | | | | | | | | | | | | | | | |
| 5 | Fact Sheet for Legislators | | 3/1/05 | 3/1/05 | | | | | | | | | | | | | | | | | | Complete - no history involved |
| 6 | Web site | | | | | | | | | | | | | | | | | | | | | Michele to follow up with Greg P. and Tom |
| 7 | | | | | | | | | | | | | | | | | | | | | | |
| 8 | | | | | | | | | | | | | | | | | | | | | | |
| 9 | | | | | | | | | | | | | | | | | | | | | | |
| 10 | Financials Re-engineering | DOF | | | | | | | | | | | | | | | | | | | | |

If you think this is a long drawn-out procedure, you are correct! However, it's not only giving us a truer picture of our workload; but also, it's establishing a foundation of project management knowledge that will be required when the department-wide tool is implemented. In other words, it's a preview of what's to come, but it should make that implementation much more palatable!

This entire process was presented recently at the IRM Council Meeting along with a handout that gives more detail. If you are interested in receiving a copy, please contact your Team Leader.

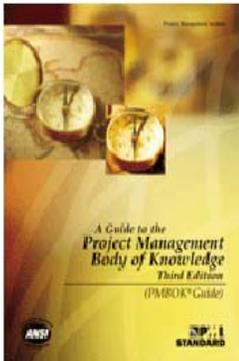
Project Management

ETHICS IN PROJECT MANAGEMENT

~ PN Narayanan

Recently I participated in an Ethics Focus Group organized by the Project Management Institute (PMI) Chapter. The group was well represented from private-sector industries. I was the only representative from the public sector. The objective of the meeting was to solicit PMI members' perspectives based on their experiences regarding various ethical topics in project management.

The Board of Directors of PMI has chartered the Ethics Standards Development Committee (ESDC) to benchmark best practices and obtain stakeholder input regarding professional ethics. A key directive is to thoroughly understand the members' views regarding ethical values, ethics standards, and ethics situations.



Discussions were centered on the experiences of project managers from various fields. Many of them pointed out that the "Code of Ethics" is not part of the Project Management Body of Knowledge (PMBOK® Guide), whereas, it is on the PMI website.

http://www.pmi.org/prod/groups/public/documents/info/ap_memethstandards.pdf

During the course of the discussion, it became clearly evident that all the participants faced the same problems, but with varying degrees of complexity. They are:

- No full disclosure,
- Large, complex, encrypted "Status Reports",
- Too much padding at various levels,
- Conflicts between organizational goals and one's personal ethics standard,
- Varying degrees of ethics standards across the globe that affect international projects,
- Interpretation of ethics standard by different people at different levels.

The Board's objectives for this exercise are:

- To elevate the project management profession;
- To raise the base standard of behavior for PMI members;

- To resolve internal conflicts;
- To help members make tough professional and associational decisions; and
- To make the standards globally understood and respected.

The Group gave many suggestions:

- Send a few bullet points of Ethics Code, similar to IEEE 'Code of Ethics', to all PMI members with their renewals
- Give more visibility
- Enforcement issues
- Develop Ethics Codes that will accommodate Global variances of Ethics Standards

My personal suggestions:

- Enforcement – Since Project Management Professional (PMP) is used as a marketing tool and gives a sales edge to organizations, the Code of Ethics of PMI and PMP is shared with the customer when doing business.
- Full Disclosure – A class/training on how to deliver simple, precise and truthful status reports should be given.
- Procurement of services/product – The Project Manager will be challenged with maintaining the high standards of ethics. A statement is needed to address this as part of the Ethics Code.

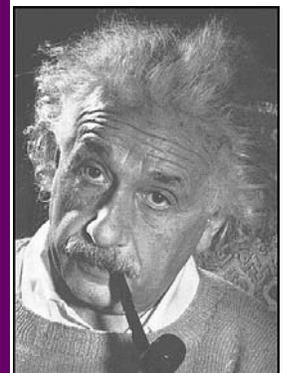
PMI followed up this Focus Group Meeting with a public survey on their website:

http://www.pmi.org/info/PP_EthicsStndsSurvey.asp

Once the survey results are consolidated, they will be shared with Board members for decisions on PMBOK changes.

The Albert Einstein quote:

"Relativity applies to Physics, not ethics" is also suitable for Project Management.



Change Management

CHANGE MANAGEMENT COMMUNICATION

Disseminating knowledge about a project is essential to the project's success. Project sponsors, business unit/support services, project core team members, business managers, process group owners, project leaders, and end-users are participants in the project. They desire to know what the status of the project is and how they are affected. Furthermore, they are anxious to participate. The success of a project depends on proactive communication that is timely, informative and solicits involvement and participation from all stakeholders.



Communication planning begins with a careful analysis of the audiences, key communication channels, and scheduling for those communications. The Change Management Team designs a communication plan that addresses the needs of all the stakeholders.

Communication Plan:

The purpose of a Communication Plan is to provide an organized framework for managing and coordinating communications. The plan is a living document representing a starting point only. From feedback evaluations, the Communication Plan is adapted to meet the needs of the audience.



The Communication Plan contains:

- **Introduction**
High-level overview about project communication.
- **Purpose**
Description of purpose for communication plan, identify stakeholders and stakeholder groups.
- **Scope**
Description of information and communication needs of stakeholder, who needs what information, when they need the information, and how the information will be delivered. Elements may include:
 - Communication Plan Objectives
 - Communication Principles
 - Elements of Effective Communication
 - Tactical Communication
- **Next Steps**
Identify next steps in communication development.

Communication Project Plan:

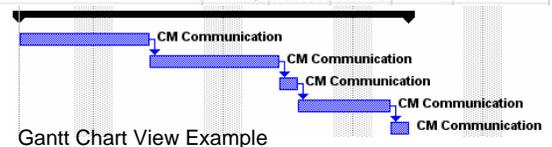
Using a project management tool, a detailed Communication Project Plan is developed.

The detailed plan includes:

- Task Names and task activities
- Start/Finish dates
- Resources

| Task Name | Duration | Start | Finish | Predecessors | Resource Names |
|--|----------|--------------|--------------|--------------|------------------|
| Communication | 1 day? | Wed 8/2/2005 | Wed 8/2/2005 | | |
| Create CM Communications Plan | 1 day? | Wed 8/2/2005 | Wed 8/2/2005 | | CM Communication |
| Identify communication needs and channels | 1 day? | Wed 8/2/2005 | Wed 8/2/2005 | | CM Communication |
| Write DRAFT | 1 day? | Wed 8/2/2005 | Wed 8/2/2005 | | CM Communication |
| Submit for review | 1 day? | Wed 8/2/2005 | Wed 8/2/2005 | | CM Communication |
| Edit/Update | 1 day? | Wed 8/2/2005 | Wed 8/2/2005 | | CM Communication |
| Obtain approval | 1 day? | Wed 8/2/2005 | Wed 8/2/2005 | | CM Communication |
| Create Communication Project Plan (MS Project) | 1 day? | Wed 8/2/2005 | Wed 8/2/2005 | | |
| Communication - branding/logo | 1 day? | Wed 8/2/2005 | Wed 8/2/2005 | | |
| Create communication method templates | 1 day? | Wed 8/2/2005 | Wed 8/2/2005 | | |
| Meetings | 1 day? | Wed 8/2/2005 | Wed 8/2/2005 | | |
| Communication - Fact Sheet Development | 1 day? | Wed 8/2/2005 | Wed 8/2/2005 | | |
| Communication - Newsletter Development | 1 day? | Wed 8/2/2005 | Wed 8/2/2005 | | |
| Communication - Bulletin Development | 1 day? | Wed 8/2/2005 | Wed 8/2/2005 | | |
| Communication - Memos/Alerts Development | 1 day? | Wed 8/2/2005 | Wed 8/2/2005 | | |
| Website | 1 day? | Wed 8/2/2005 | Wed 8/2/2005 | | |

MS Project Example

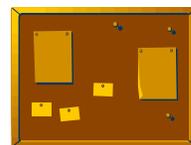


Communication Channels:

Communication channels should be carefully selected based on timing and impact on message to audience. By developing a branding/logo for the project, project communications will be more readily identifiable by the audience.

Face to Face options:

- Meetings
 - Department or Enterprise
 - Group
 - One-on-one
 - Town Hall
 - Team
- Focus Groups
- Road Show presentations
- Brown-bag lunches



Alternate Channels:

- Emails
- Fact Sheets
- Bulletin Boards
- Newsletters
- Demonstrations/presentations
- FAQs
- Memos/Alerts
- Posters
- Website (Intranet)

Coming next edition.....MBTI
Identifying Personality Types

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 Payroll year-end processing that includes producing W-2 forms for all employees was completed in-house and on time.
- Outsourcing Savings Bonds was implemented.
- Several Scripts were automated through Cybermation Scheduler, such as Web Server Shutdown.



OTHER MILESTONES:

- Oracle critical patch was applied to PHRST production and development databases.
- From IRS audit findings, a process was defined to pay Election Poll Workers that are already State employees. A program was created to identify these employees, so the Department of Elections could hire them concurrently.
- Modified the Oracle backup (RMAN) from incremental to a full backup every night through Cybermation Scheduler.

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

As reported in the last newsletter, the direction of the ERP Team was to work only on “must have” work requests approved by ERP Executive Sponsors, except for System Critical requests, such as Tax Updates & Fixes and special projects previously committed (Pre-tax Commuter Benefits and Outsourcing Savings Bonds). Through March, the ERP Team has successfully completed over 60% of the total “must have” requests within the estimated timeframe. Additionally, several other requests, approved by the Executive Sponsors or identified as part of PHRST stabilization, were completed in a timely fashion. The Quarterly Release Schedule restarts on July 1, 2005.

Since January 1, 2005, the ERP Team delivered a total of 34 work efforts, fully utilizing STAT Version Control software to ensure a consistently high quality of effort. Some of the major efforts were implementing Pre-tax Commuter Benefits, Outsourcing Savings Bonds, and Department of Correction officers’ salary mass update. As the ERP Team continues to address outstanding work efforts, part of their assignment is to update programming, technical and operational documentation.

Michael Gallmann, Hemanth Mukkamala, and Prakash Danduprolu were assigned to develop SQR Programming Standards and a template. These have been finalized and are being used by the ERP Team.

An initiative is underway with Re@lity Corp to enhance our Quality Assurance program. Bill Pfaffenhauser continues his efforts to streamline Production and Development procedures by combining the Production and Development schedules into a single information spreadsheet. The spreadsheet is successfully being used by PHRST functional and technical staff and DTI Change Control Management.

ERP resources are providing technical support to the Time & Labor April Pilot Implementation, the eRecruit



eRecruitment

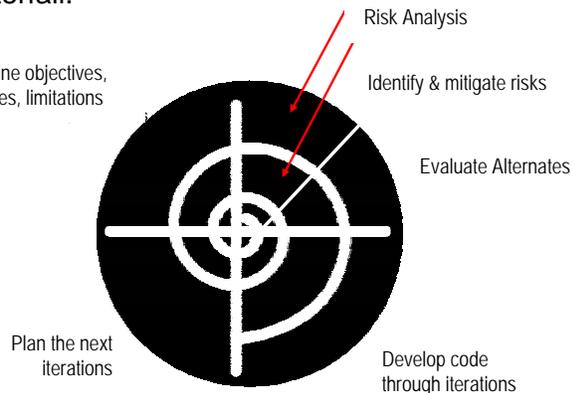
implementation, the May 5th Benefits Open Enrollment, and are participating in the State of Delaware Financial reengineering effort.

The DTI System Engineering (SE) Team successfully created one web server instance for each PHRST 8.8 development database which improved the PHRST development environment. Having a separate instance for each database eliminated the requirement to bring down all the databases on development when only a particular database needs to be brought down. Also, nVision reports can be run on any development database. This effort was spearheaded by the SE Team and Oracle DBAs and is supported by the ERP Service Delivery Team and other DTI Teams.

Project Life Cycles (Continued from Page 1)

ROLLING WAVE:

This is the most sophisticated and risk-oriented model. In simple terms, it breaks a complex large project into smaller sub-projects. Each mini project addresses one or more major risks. Once all risks are addressed and resolved, the Spiral ends up as a Waterfall.



Pros:

Early risk identification and mitigation, higher rate of success in large complex projects.

Cons:

Complex, detail oriented at early stages, requires knowledgeable managers.

PARALLEL/FAST TRACK:

During this life cycle, many activities are in process at the same time. It's predominantly used when time is the greatest constraint, but requirements still need to be met.

Pros:

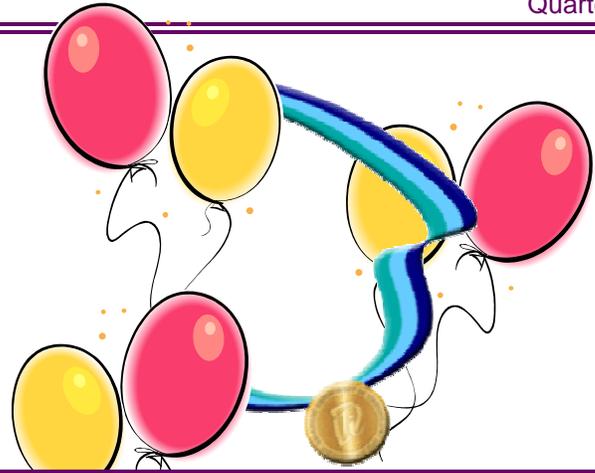
Speed to implementation, very focused effort with knowledgeable team members.

Cons:

Significant amount of risk related to aggressive schedule.

Each model merits an article of its own and you can expect them in future issues. As DTI's level of project management matures, these models will become a common phenomenon. These models may also require a revisit or we may have to look into other models; like Salmon (a variance of waterfall), Sashimi (Waterfall with overlapping phases), Design to Schedule, Staged Delivery, Extreme Programming, Agile, etc.

We are at an infancy stage with a lot of opportunities to perfect the processes and enable efficiencies. The road ahead should be a lot of fun!! 😊



Our Team: New Member & Recognition

In March 2005, Li Wen Lin joined the Major Projects Team as a Project Management Specialist.

Specific accomplishments of some team members:



- **Bryant:** *Division Employee of the Quarter* (October–December 2004)



Team Employee of the Month

- **Sivaran & Nancy:** December 2004
- **Bill:** January 2005
- **Stacey:** February 2005



December 2004 KUDOS:

- **Rose, Rao, Kamlesh, Bill, Cindy**

January 2005 KUDOS:

- **Hemanth, Kamlesh, Rao, Cindy, Nancy**

February 2005 KUDOS:

- **Rose, DP, Kamlesh, Rao, Sri, Kevin, Bill**



- **Holly:** *Semi-Annual Superstar* (June–December 2004)



- **Holly, Rao, Nancy:** December 2004

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 three pilot organizations.



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 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 "To Be Process Design" Deliverable was recently accepted by the State. Critical issue papers are under review.



Transparent LAN Services (TLS):

This 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. Five pilots are currently up and running with TLS – Brandywine School District, Dept. of Labor, KIDs, the Sterck School and Baylor Women's Prison.

Newsletter Contributors:

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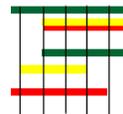
E911 Phase II:

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. Presently, three PSAPs have the equipment installed and are using the system as much as possible, without the benefit of complete GIS data and cell company equipment final configuration.



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.



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.



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. Contract Design Review phase is completed, enabling acquisition of all long lead items, including the microwave equipment for all of New Castle County's sites. The Detail Design Review phase is underway for Stage 1 and will be completed by the end of March. The Zoning process has also started with most of the sites.



Project Management Assistance:

Major Projects' staff has been involved in not only reviewing Statements of Work for projects for the Division of Corporations and DE. State Police; but also, has been actively involved in preparing the KIDS Department for their adoption of DTI's Change Management methodology.