



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 “Boot Camp”

Highlights

PM “Boot Camp”
Project Management
eGovernment Program
Change Management
ERP Service Delivery
Application Delivery
Systems Engineering
Recognition
Projects



As part of our goal to raise the level of project management maturity within DTI, we recently concluded a 5-day “boot camp”. The first 3 days of the course, “Project Management Basics”, was held in February. Thirty-seven DTI employees attended the training. The training was enhanced by inviting some of our key customers to participate. Attending the training were folks from the Office of Management and Budget; DELJIS; Department of Health and Social Services; Secretary of State (Division of Corporations); Department of Children, Youth and Families; Delaware State Police; Department of Transportation; and the Department of Finance (Division of Accounting). 89% of all attendees completed our evaluation forms, indicating that 78% rated the class as meeting or exceeding their expectations.

The second part of the training was a full 2-day session that was devoted to “Risk Management”. If

you recall, this is an area where DTI rated the lowest in our overall project management maturity assessment that was conducted last year. In order to make the class as “real” as possible, the instructor used the PeopleSoft Financials Implementation project scope as a case study. By the end of the second day, the class had prepared a comprehensive risk management plan that has subsequently been shared with the Financials project team. Again, 93% of all attendees completed our evaluation forms, indicating that 95% rated the class as meeting or exceeding their expectations.

We sincerely appreciate everyone’s interest and participation and consider the training to be successful. In order to keep the momentum going, we are beginning to discuss plans for an internal DTI project management certification program in the months ahead.



Mission Statement:

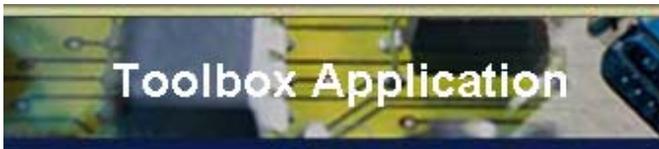
“In synergy with DTI’s mission, provide Diligent, Measurable and Practicable technology solutions for the State of Delaware. Under guidelines of the CIO, Major Projects builds economical and efficient technology solutions that enable the State of Delaware to serve, protect, and communicate effectively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

Project Management

PROJECT TOOLBOX

Since its inception, the Project Management Team, in collaboration with the Application Delivery Team, has made significant contributions to DTI's project management services. We have completed the One Stop Licensing and Peregrine Phase II projects and are providing project management oversight to the FACTS II project -- with all projects following documented processes.

Project Management and Software Development Lifecycle Cycle (SDLC) processes are stored in a repository called the Project Toolbox. Change Management processes will also be stored in the Project Toolbox. Recently, this web-based application was enhanced to accommodate the changing needs of the project teams.



The Project Toolbox now contains a DRAFT area, where DTI users will login to access any processes that they are creating or testing. Once the project management or SDLC process or template is finalized, it will be approved by the Application Delivery Team Leader and the Project Management Team Leader; change management process or template will be approved by the Change Management Team Leader. They will then be published and made available to all of DTI.

The Project Toolbox link is available from the DTI Intranet. As we move forward with other projects, each one will begin to use the DTI project management processes which will greatly contribute to our goal of providing Enterprise Project Management Standards.

PROJECT PRIORITIZATION PROCESS

Many of you have come across our project workload spreadsheet, where projects are discussed monthly with Secretary Jarrett and the DTI senior team and team leaders.

The Project Prioritization Process (PPP) is now a web-based application where project managers, project leads, and Customer Relationship Specialists can update the status of each project.

The monthly discussions address any challenges, issues or decisions that need to be made. This application automates functions that previously were done manually.

ENTERPRISE PROJECT MANAGEMENT SERVER (EPM)

As a natural evolution from the Project Toolbox and Project Prioritization Process, the DTI Project Team embarked on a new project to provide project managers and team members with an enterprise project management tool.



We are taking a phased approach to this project by introducing a few internal DTI projects during Phase I. You will be receiving routine updates from the project team (via change management).

The objectives of this project are to provide:

1. Consistent project schedule templates to use across DTI managed projects;
2. A tool for project team members to input their time spent on project/process tasks;
3. A central repository where all project team members can access the current project schedule and provide status updates;
4. A tool customized to incorporate DTI's project management processes; and
5. A storage place for documents related to project plans.

On the lighter side, the tool will eventually help you if you've experienced the following:

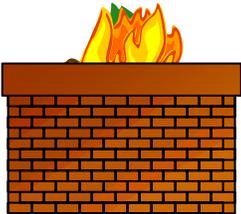
- a. When your resources tell you they got the schedule back on track and you had no idea it was off track to begin with...
- b. Your manager or admin hunts you down in the parking lot to ask you for the status of your project for the weekly report....
- c. When asked "Haven't you done this before?" and you answer "Well, sure we did these same tasks last year but I don't know how long it took."

More to come!!

eGovernment Program

SECURE INFORMATION EXCHANGE HUB (SIEH) PROJECT...

or better known as the 'XML Firewall' project: In order to better facilitate the exchange of services



that require effective and secure information exchange, this initiative was approved with the selection of Forum Systems for their Xwalls firewall solution. It is the industry's first web services

firewall able to data authenticate, prevent XML intrusion, and protect against XML viruses, data corruption, and denial of web service attacks. This product will increase real-time transactions, thus reducing the demand for data replication. This functionality will be fully available on an enterprise level and will fit in nicely with the prospective Authentication/Authorizations framework. DTI will be participating with other agencies in their deployment of current and future initiatives for this service and/or provide the mapping for all communications. This service will provide the ability for agencies to share and exchange data securely and effectively, internally and externally.

The project is moving at a fast clip, with a very tight schedule. With presentations completed with the IRM Council, the Project Manager and Change Management Specialist will be sending out a memorandum to the agencies to identify their resources for two separate trainings:

1. Business Overview of the Xwall product – half day training.
2. Technical hands on training on the Xwall product – two days training.

The training will be running in parallel with the deployment efforts of the product into the production environment. This parallel track will ensure that the product is available for the agencies to utilize as soon as possible after their training.

This is a very exciting initiative that will bear many benefits for the state as a whole. If you have any further questions, please contact LiWen at 739-9688.

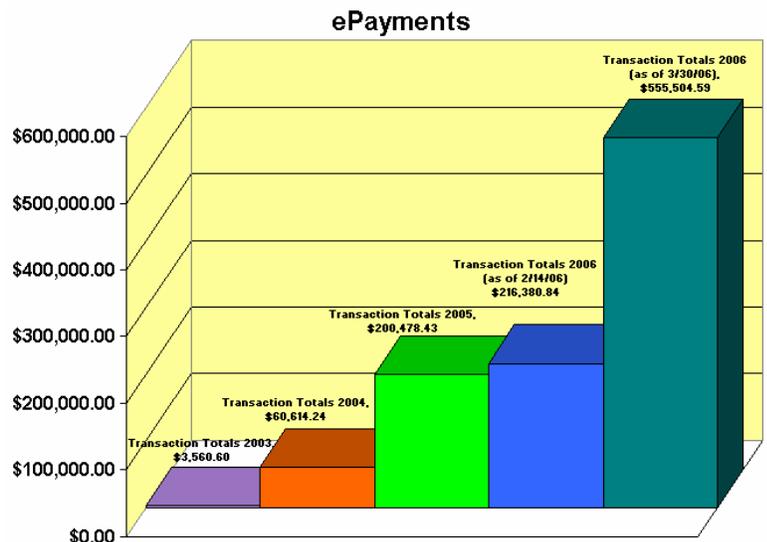
GOVOLUTION:

Online services being offered by state agencies are growing by leaps and bounds. The Department of Revenue launched the One-Stop Business Registration and Licensing project in February. This project was a collaboration between the Division of Revenue, the Department of Labor, Government Information Center, the Department of Technology & Information, and an external vendor to implement e-Payments with Govolution. As you can see from the figures below, the transaction totals this year through March 30th have surpassed the totals for the entire 2005 year.

Calendar Year	Transaction Totals
Jan – Dec 2005	\$200,478.43
Jan – Feb 14, 2006	\$216,380.84
Jan – Mar 30, 2006	\$555,504.59

There are multiple projects in the pipeline that will be offering more online services to the citizens, thus allowing more avenues for them to do business with the State. Please contact LiWen at 739-9688 if you have any questions about Govolution.

Transaction Totals through March 30, 2006



Change Management

UNIVERSAL CHANGE CONCEPTS

This article is about some of the key concepts involved when creating a successful change management strategy. All of these elements need to be considered and analyzed in order to effectively deal with any change initiative.

1. Resistance is normal: Expect it!

At the first hint of a change, you can expect a loss of employee productivity, active resistance, and even negative impact to the customer. The job of the Change Management Team is not to eliminate resistance, but to reduce the impact it may have on the project by being actively involved with the project team and end users early on. Change management education, on all levels, is vital to minimizing the impact of change.

2. Communication: “This is what I said” – but that isn’t what YOU heard!

Within any communication process, there are senders and receivers. Very often, the message sent is not perceived correctly. The message we think we communicated accurately, was actually received in a very different light. For instance, a project may radically change the way an organization does business. Your supervisor explained, in great detail, all the business reasons for the change – how the new system will be much more effective and efficient. **You** heard that



the new system will greatly change the way you do your job and asked your supervisor about training. He replied that a training strategy was being designed. The supervisor was satisfied that they explained all the business reasons very well and in great detail. But – you heard only that the system may be so complicated you might not be able to adjust, and therefore, won't be able to adapt. You may be replaced!! It has been documented that employees want to hear the business reasons from upper level management. They want to hear how it relates to **them** and **reassurance** that they'll be able to adapt from their direct supervisor.

3. Power and Influence: Who’s in charge?

The number one factor in the success of a project is strong Executive Sponsorship. Without it, resistance will definitely increase. What do we mean by strong? It is a variety of characteristics including:

- **Visibility** – employees want to see the sponsor supporting the change and championing the change with their peers
- **Support** – for the project team and the decisions they make
- **Credibility** – effective leadership skills and a history of success
- **Consistency** – making decisions and sticking to them and sending consistent messages, not shifting priorities in midstream



Not having the right sponsor in the picture is definitely a deal breaker for change success!

4. Business values: Dictatorship to empowerment!

Organizational values are very different today than they were several decades ago. There has been a gradual shift from a sort of military hierarchy structure to a focus on quality and customer service. Because of this new shift in values, you can expect a different kind of reaction to change. In the old system, an order was given and a change was made. With the new value system, employees are empowered to make decisions and held accountable for those decisions. Today, employees insist on knowing the ‘why’, not just the ‘what’. With the new shift to empowerment, employee resistance can sometimes be so *strong* as to actually *stop the change*.



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5. Size of the Change: Is it incremental or radical – broad or localized?

In our Business Case Summary process, we ask for a description of the change. It could be:

- *Localized radical change* – Projects with high to very high levels of uncertainty, but low organizational impact.
- *Broad incremental change* – Projects with low to medium levels of uncertainty, but wide organizational impact.
- *Localized incremental change* – Projects with low to medium levels of uncertainty and low organizational impact.
- *Continuous improvement* – Routine improvements to an organizational program, existing system, or service.

It is important to assess the size of the change to put together a realistic strategy. The Change management process must be flexible to be effective, as no two projects are exactly the same. Sizing the change will provide a gauge in helping to structure various teams' involvement and a proper governance model.

6. Participation: “Let me help, let me be heard!”

Just communicating a valid business reason is not enough to generate acceptance. Involving employees early on in the design process, and in helping to create the solution, is much more effective in getting much needed end-user buy in. Remember, often the technology is the easy part; it's getting people to accept and use it that's difficult. The higher the percentage of buy-in, the less risk mitigation is needed. It's all about making folks feel appreciated and valued.

These concepts can be instrumental with helping to learn, not just the *how*, but the *why*. There is no hard, cold 'recipe' for change. Sometimes *our* processes have to be altered to suit a certain business decision. By understanding the impact these concepts have on people, it is easier to customize our change management approach and increase the likelihood of project success.



Enterprise Resource Planning (ERP) Service Delivery

In recent months, the ERP Service Delivery staff has been reviewing our processes in an effort to improve productivity, quality, and results. We are refining the System Development Life Cycle (SDLC) templates, clarifying and streamlining processes, and measuring our activities.

ERP Service Delivery, working closely with other DTI Teams, reached several milestones for PHRST and Delaware Transit Corporation (DTC) production systems this past quarter.

SIGNIFICANT MILESTONES:

- Applied Human Resource (HR) Bundles and a Tax Update
- Applied Quarterly Oracle/PeopleSoft Security Patches
- Upgraded DTC PeopleSoft Financial Oracle Database from 9i to 10g
- Upgraded PeopleTools from version 8.8 to 8.8 SP1.

OTHER MILESTONES:

- To keep the system up-to-date, service pack upgrade maintenance packs 1 - 3 were applied, using PeopleSoft tools – “Upgrade Assistant” and “Change Assistant”.
- Critical Oracle/PeopleSoft Security fix was applied to PHRST development and production databases.
- Applied cumulative HR Bundles 4 through 14.
- Successfully archived approximately 62 million rows in PHRST development and production databases using PeopleSoft delivered solution.
- Time & Labor Personal Attendance History



report was enhanced at the request of end users. This critical request resulted in modifications to the report to display comp time when there is an existing comp time balance.

- Applied patch to current Stat Version Control to enhance performance improvement during the opening of Object Screen, Object Management, and Archive set.

Other DTI teams: Operations, Systems Engineering (Oracle DBAs), and Telecom, made significant contributions to these efforts and others. They continually assist in improving performance and maintaining the environment. Operations provide

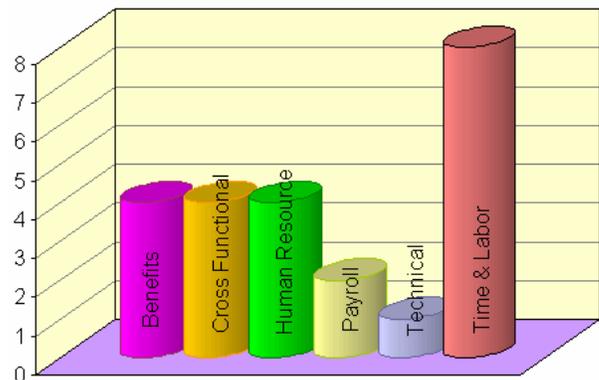


excellent support to the PHRST Batch Schedule and monitoring the Schedule. The Change Control Management Team helps the ERP Team stay abreast of changes that may impact the PHRST application.

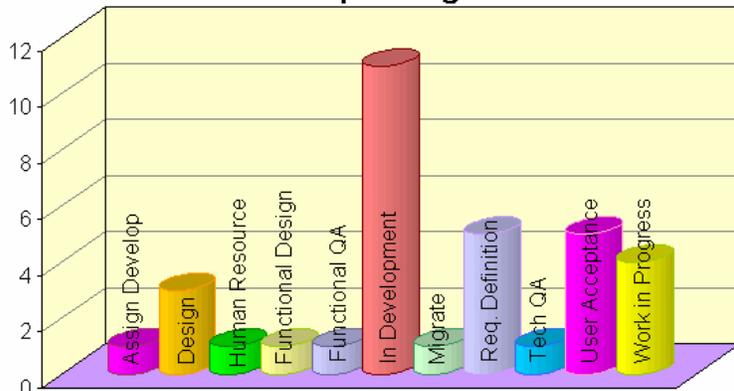
CUSTOMER SERVICE REQUEST (CSR):

During the 1st quarter of 2006, the ERP Team successfully completed 23 CSRs, in addition to applying the Tax Update and PeopleSoft HR Bundles 4 through 14, which are necessary to stay current. Efforts were focused on applying the Bundles and stabilizing T&L for the Phase III roll-out. The ERP Team, in coordination with the PHRST Functional Team, completed the Payroll Year-end process and producing/transmitting the W2 file.

1st Quarter Closed CSRs



CSRs for upcoming release



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

Quality Assurance (QA):

Additional Quality Assurance processes have recently been implemented by the ERP Technical Support Team. This is an effort to improve our QA development product, optimize the time available to the QA Team, and meet some of the recommendations by the Re@lity Corporation SDLC Process Improvement Study. Walkthroughs for existing QA steps have been added, with opportunities for peer-to-peer reviews. The new process will reconcile the requirements to design, development, and demonstration techniques for developing solutions for complex requirements. The ERP Team is excited by these changes. All who have participated in the walk-throughs have found these improvements very helpful and informative.

ERP Technical Enhancements:

The ERP Technical Team demonstrated an update on the use of PeopleSoft's "Help" link. Users can link HELP information for end users or PHRST central users. All PHRST users can click on the "Help" link to access a document that is created for them to explain 'how to use' the page they are on or provide information about a report they can run.

The "Help" link automatically finds the HTML pages that are named the same as the PeopleSoft "Page Name". This "Help" link functionality is included in PeopleBooks Help, where the user can select which option they prefer to view. The ERP Technical Team has had a favorable impression of this functionality and recommends that the "Help" link should be used.



ON-GOING EFFORTS:

- An effort is underway for implementing the recommendations made by Re@lity Corp to enhance our Quality Assurance practices.
- ERP resources are providing technical support to the Time & Labor Phase III rollout scheduled for April 2006.
- ERP resources are also participating in the State of Delaware Financials reengineering project and ERP Reporting Strategy.

Highlights for the 2nd Quarter (2006):

This is a very critical time of the year and often requires staff to work additional hours to quickly design, code, and test the development work required by Legislative changes.

- Statewide Open Enrollment
- Applying HR Bundles
- Preparing for Fiscal Year startup

Several smaller projects, necessary for the upcoming year, have been identified.

- Applying Bundles and Fixes to stay current with PeopleSoft 8.8
- PHRST Disaster Recovery planning
- PHRST reengineering for PeopleSoft Financials and Reporting Strategy

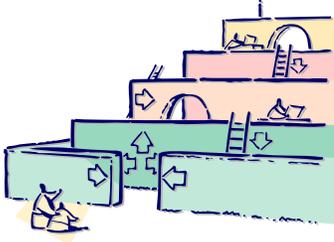
Together...anything can happen!!



Application Delivery

NASCIO ENTERPRISE INFRASTRUCTURE AND SERVICES COMMITTEE

The Enterprise Infrastructure and Services Committee is charged with assisting CIOs in transitioning to and improving shared systems initiatives, consolidating IT assets, and delivering services using a shared enterprise infrastructure. The committee will



also identify emerging trends and issues in these areas and develop issue briefs and related research materials as appropriate. The committee is made up of members from about 15

states, and a dozen service providers (such as Microsoft, IBM, HP, Oracle, Deloitte, SAS), and is co-chaired by the COO of Iowa and the CITO of Kansas. It's a pretty active committee, and so far, each meeting has been attended by more than 25 members.

Since the committee meets only monthly for one hour by phone conference, it is sometimes necessary to create ad hoc working groups to tackle specific topics. Our initial slate of topics to be addressed is pretty comprehensive, and in order to prioritize the list, State committee members, CIOs, and corporate committee members were all surveyed, resulting in the following sequence:

1. Consolidation and Shared Services
2. Promoting and Marketing Enterprise Services
3. Service Level Management
4. Disaster Recovery and Business Continuity
5. ERP Implementation



As you can see, all of these topics are currently important to Delaware. Hearing that other states are in the same boat, fighting the same battles, and struggling with the same issues as we are, is not only comforting, but also educational; as each state, though similar, has different nuances that make it unique to them. As the committee generates briefs and moves from topic to topic, I may be inviting others to sit in on the calls and contribute, learn, or do both. Our first brief is in final draft form as we speak!



Stay tuned – this committee is moving quickly!

Kathy Dahl is participating in the NASCIO Enterprise Infrastructure and Services Committee, representing the State of Delaware. Other NASCIO committees that we participate in are as follows: Enterprise Architecture (Tony Collins) and Project Management Advisory Council (Lynn Hersey-Miller)

Newsletter Contributors:

Kathy Dahl
 Nancy Erwin
 Lynn Hersey-Miller
 LiWen Lin
 Mike Malik
 Pn Narayanan
 Kamlesh Sheth
 Pam Waters

Systems Engineering

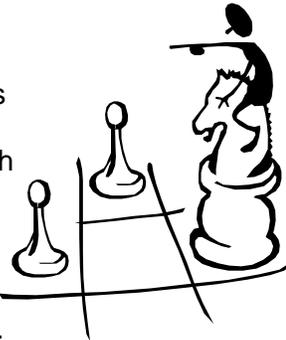
BIGGS MAINFRAME SOFTWARE UPGRADE

On Saturday, March 11th, the Biggs Mainframe software was successfully upgraded to the latest version of the operating system – z/OS.

This could not have been achieved without careful planning and the right resources. This upgrade allowed us to achieve some real benefits and also provided ‘lessons learned’ that will carry forward for future upgrades. This was another significant accomplishment along with the recent database migration to DB2.

Planning:

Several DTI teams and various customer teams from the Delaware Department of Health and Social Services (DHSS) were involved in the planning process. Also, we contracted with IBM for a Subject Matter Expert in Mainframe upgrades.



Benefits:

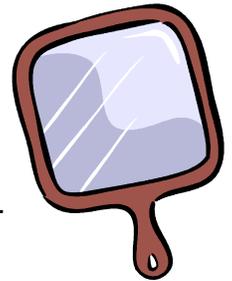
There are many benefits to the new software:

- The Biggs Mainframe is aligned with the one located at William Penn, both running identical Operating Systems (z/OS).
- New high-capacity tape drives can be implemented, dramatically shortening backup times, while reducing the number of tapes.
- The Storage Management System (SMS) for all production data can be implemented, largely eliminating disk space problems.
- Production databases (DB2) can be upgraded to the latest version available.
- Secure FTP data transmissions can be implemented.

- Overall improved customer responsiveness to applications by upgrading a host of software products (ACF2, TLMS, & others) that exploit the 64 bit addressability feature of z/OS.
- Using Work Load Manager allows more precise tuning of applications.

Lessons Learned:

- Create a testing environment that closely mirrors production.
- Encourage users to create test plans that mirror normal activity.
- Upgrade other non-critical software packages in advance.
- Get customer buy-in on the “Go/No Go” decision.
- Manage issues to determine if they affect implementation or can be addressed post-implementation.
- Establish an implementation window and a close-in alternative to avoid losing momentum.
- You will run into at least one issue that you did not plan on – so PLAN on that.
- You can never have too much coffee and doughnuts!



Our Team: Recognition



CPO Division Employee of the 4th Quarter

- **Heidi Dukes**
Project Management Team
(October-December 2005)



Team Leader Employee of the Month

December 2005

- **Tony Collins**
Application Delivery Team
- **Clayton Wilson**
Project Management Team
- **Jim Salb**
Systems Engineering Team



January 2006

- **Debra Bialecki**
Application Delivery Team
- **Stacey Sowers**
Change Management Team
- **LiWen Lin**
Project Management Team
- **George Washington**
Systems Engineering Team



February 2006

- **Sivaram Natarajan**
Project Management Team
- **Pat Turner**
Systems Engineering Team



KUDOS

January 2006:

- Cheryl W., Kevin E. Kamlesh, Debbie A., Durk



February 2006:

- Tim D., Durk, Al, Reagan, Debbie A., Bob D., Karen E., Debbie B.



December 2005

- Terry Ann, Kimberly C., Paulette, Karen E.



January 2006

- Terry Ann, Reagan, Paulette, Cindy B., Nancy E.



Welcome!

Zinnia Tolosa & Stephen Burke

Zinnia joined the Application Delivery Team on January 9th and is assigned to the DELJIS applications team.

Stephen joined the OMP Project Management Team on March 5th and is assigned to the ERP Service Delivery team in a functional role supporting the PHRST System.

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 (T&L) will gradually eliminate these stand-alone systems and allow for statewide standardized reporting of time. T&L Rollout – Phase 3 consists of 38 organizations, including 2 Vo-Tech schools and 12 Charter Schools, all totaling 5,850 employees. Phase 3 “Go Live” date is April 26th.



e-Recruit: Based on the results of further analysis and demonstrations, the project team recommended to the ERP Executive Sponsors to *not* continue with the implementation of the PeopleSoft e-Recruit application at this time. Instead, an RFP will be published to solicit bids for a solution. The process for locating a solution will begin with the submission of a DTI Business Case.



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. An RFP was released in February and vendor responses are due back April 7, 2006.



e-Government: The team has been tasked to identify new objectives for the core group to pursue. The Enterprise Wide Secure Information Exchange Hub is in the planning stages. This product will aid in the data exchange between organizations within the intranet. The Enterprise Identity Access Management Project is working on a proof of concept. Both of these two large enterprise-wide initiatives, coming from the e-Gov Core Group, are progressing well.



Delaware State Police CAD System:

The CAD (Computer Aided Dispatch) project is on schedule 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 providing oversight. SusCom, Rehoboth PD, Seaford PD, and Dover PD are all went “live” on the system during the first quarter of 2006.



Courts Organized to Serve (COTS): This is an initiative of the Delaware Judiciary aimed at acquiring a new, integrated automated case management system for use by the Courts and several partner agencies. This is a multi-year project that will be implemented in eight phases. The Phase I “go live” date is October 2, 2006 and will be a pilot for three Justice of the Peace courts.



800MHz Next Generation: Equipment has been ordered for Stage 2 (Kent County) and site acquisition activities for Kent County are well underway. All but four NCC sites have completed site construction, and the Milford Stage 1 work is completed. Middletown site acquisition activities are again back on track with the Next Generation Committee’s approval to proceed with the Southgate Concrete site.



Web-Based Voter Registration: This project answers the age-old question “How do I register to vote?” by making the function as easy as logging onto *delaware.gov* and clicking on that question. The project is in “soft-launch” right now. The application creates a partial voter registration record and prints a bar-coded voter registration form to be signed and mailed to the county Elections Office. The forms are then scanned and the registration process is completed. This project will officially be implemented in early April 2006.



Amended Annual Reports: This functionality will enable the Division of Corporations’ customers to make corrections to previously filed reports. This capability is important for maintaining accurate and up-to-date information on companies that are incorporated in Delaware. The full production implementation is targeted for an April rollout, dependent upon the schedule for changes to the Delaware Corporate Information System application.



DMV Credit Card Project: Delaware Division of Motor Vehicles will be implementing a “payment by credit card” project for vehicle registrations at their Kent County facility on April 7, 2006. Over the next three months, all state DMV facilities will be accepting credit card payments for all transactions.