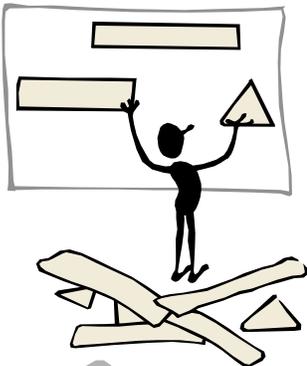


Vision: Provide consistent quality leadership in project management using industry best practices.
Enhance the acceptance of cultural and technological change to maximize the benefits of major projects.

When Do You Know When You Are A Program?

Highlights

Program Management
News from the Director
Project Management
Change Management
ERP Service Delivery
Projects



From a simple perspective, a Program is a bunch of lines of code assembled such that you have a desired range of outputs given a range of inputs. However, when you refer to “program” in the context of “Program Management” (as opposed to “Project Management”) instead of lines of coding, the meaning becomes quite different.

Although we have just differentiated the “coding” example with the “management” part, the goal is the same. Again – with a given range of inputs, you have a desired range of outputs, with all elements of the program working in concert. In the “management” framework, a Program is a collection of like Projects with enough similarities to require coordination in order to meet a set of business objectives.

Advantages abound when all like projects are viewed from a strategic level. A very simple benefit derived is being able to have a common name for a project! We have some recent examples here at DTI where multiple teams were working on similar projects, yet each of the groups had a different title for the project. Program Management would resolve this situation. Additionally, program management is essential to managing project portfolios. Being able to state the most important project at any time is one of the most significant outputs of portfolio management.

Other benefits are best described here by using some examples of Program Management now employed at DTI:

800MHz: A significant problem mitigated by Program Management for the 800MHz suite of projects was prioritization. In the 800MHz Program, the Vehicular Repeater System project is the highest priority, followed closely by the Wilmington Upgrade, and the Carvel Building Simulcast project. All projects are aimed at satisfying a strategic objective of ultimately accomplishing in-building coverage.

Enhanced 911: The Program Management initiative for the Public Safety Access Point (PSAP) facilities has begun to take form. This became necessary as the coordinating installation activities, with other efforts at the individual PSAPs, became quite apparent. Within this Program are the Phase II Mapping projects, the DataMIL efforts, and the Computer Aided Dispatch projects.

Enterprise Resource Planning (ERP): Disciplines within Program Management have allowed the multitude of PeopleSoft projects to take advantage of shared resources between projects. This has resulted in an invaluable level of organizational knowledge of PeopleSoft products.

Document Control Process (update): This Process has now been approved. Next steps include 1) broadcasting this Process so that everyone knows where it is and how to use it and 2) developing a page on the DTI Intranet that allows posting of the documents.

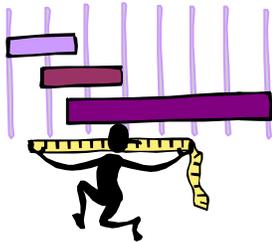
Mission Statement:

“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):

If you'll recall from our previous newsletters, we have been pursuing the deployment of a "Project Prioritization Process" that will allow DTI to more accurately assess our workload and determine which projects can be effectively completed. This process involves gathering



pertinent information from the Project Managers and Customer Relationship Specialists and, via a robust Excel spreadsheet, assigning a priority value to each initiative.

Because our DTI teams are so diverse and are responsible for

so many different types of project activities and internal processes, we needed to examine and discuss the needs and concerns of all teams. During this past quarter, the Process was presented to our Team Leaders and resulted in not only some lively discussions, but also some excellent input into enhancing it. As a result, the Process has been approved and training is underway. Bryant and Cindy started training sessions in early September. Nearly 40 of you have already completed it and are in the process of gathering important project information that will help determine the overall priority of your projects.

Major Project Challenges:

We are certainly living in a period of aging systems. A lot of our particularly challenging projects are coming from State Personnel, the Department of Finance and the Department of Transportation. They have many stand-alone systems that are no longer supported; limping along; or they just simply don't meet the expanded business requirements in today's world.

These legacy systems range anywhere from 25+ year-old mainframe systems to sophisticated Excel spreadsheets that are used for tracking critical production data. A problem that makes these projects more complex is the requirement to have them *integrated*. Many of us old-timers remember when the reason for automating a process was to make it faster. The result of what happened over those many years is that there are now lots of really bad processes that run faster! And since they don't "talk" to each other, significant business process reengineering now needs to be considered.

Obviously, we've moved from the "transactional" generation to the "business process" generation.

For example, it's no longer sufficient for a program to run and simply produce purchase orders. Instead, the entire business process needs to be considered from the initial data entry, through all approval points, and finally payment of the subsequent invoice.

Delaware's solution to the required integration of these critical business processes has been the purchase of Enterprise Resource Planning (ERP) software. For most of you, that probably means PHRST. However, other ERP systems/projects include e-Benefits, e-Recruit, Pension Administration, Time and Labor, Training Administration, Financials (Delaware Transit Corporation) and most recently a business process reengineering project to improve all statewide financial processing. The long-term goal is that one of these days these applications will "talk" to each other and provide the business process integration that is necessary to make the state's end-users as productive as possible.

The challenge of implementing (or upgrading) these applications brings me back to the initial topic of assigning project priorities. These major projects require not only a dedicated team of functional and technical resources for months, and many times – years; but also, they create a significant amount of work for most other DTI teams – those same DTI teams that are struggling to keep their heads above water now!

So, as a State, here we are with numerous old systems that are dying in an economic time that is less than desirable and they are demanding time and energy from teams that are already over-worked. Not a pretty picture, is it?

The implementation of even one major project, with even the best project management and change management that we can find, cannot be successful unless its priority is an acknowledged priority at the highest levels. Multiple major projects that are heaped on top of literally hundreds of smaller projects certainly invite chaos.

DTI is in an unenviable position of having to deliver quality products to its customers under very difficult circumstances. I applaud the efforts of all teams as you continue to deal with the everyday priorities.

SO:

The Project Prioritization Process (PPP?) is underway. It's been acknowledged, discussed, enhanced, approved, and training is nearly completed. I would like to thank everyone for their participation, valuable input and feedback during this endeavor.



Project Management

Any project's success is measured in terms of:



- Productivity realized
- Timely delivery
- Not exceeding the budget
- Project Team's sense of accomplishments.

A project can get into trouble for more than one reason.

- Lack of resources or inadequate funding
- Unexpected commitments
- Sudden departure of crucial resources
- Conflicting priorities from unexpected quarters

When these factors occur and a project's deadline is extended, there is more than the cost and time escalation to consider. A real problem becomes the Team's spirit and how to remain focused, positive, and results-oriented. The Project Team could be turning the wheel forward – but potentially all in vain – which makes it hard for them to continue to go full steam ahead.

During Civil War times, Lincoln was so desperate for a few initial victories, which had eluded him for so long, he tried everything from asking for more recruits to changing Generals!



Such challenges also exist in modern day projects, particularly projects that span multiple years. In our state government, there always seems to be limited time and limited resources with everyone trying to efficiently share them across multiple assignments.

When this occurs, Project Management will need to create a list of concerns and do one or more of the following:

- Provide clearer direction to the team (via open communication with executive leadership)
- Renegotiate the priorities

- Renegotiate the milestones and deadline
- Get renewed commitments from all parties concerned
- Take calculated risks

Oftentimes project activities will be progressing when, all of a sudden, a flurry of events (such as those mentioned earlier) will turn the project upside down. These occasions are very difficult to handle since their predictability is uncertain. To avoid these situations, the Project Team needs to make sure they meet the short-term goals. It's important to accomplish a few minor wins in order to not undermine any erosion of team confidence during those hard times.

When initially planning for a major project or when these unexpected events occur, a possible course of action for addressing the potential delays is to reduce the Scope by reducing the functionalities for our target audiences. In any major project, there is an advantage to having *pilot* implementations where we can "shake out the bugs" and stabilize the system. Many times the "big bang" approach will introduce complexities and risks that can be more effectively addressed by implementing interim milestones on a smaller scale.

The most painful part of any project is the premature or unplanned Project Termination. It is human nature to try and retrieve the project from any depths, regardless of the cost. However, this may not be a wise decision.

Successive quick wins will keep the morale of the team intact and will help thwart unexpected hurdles. It is important to remember that attitudes can make or break a project.



*In future editions, watch for –
Using Staged Delivery as a methodology.*

Till then ...

Change Management

CHANGE MANAGEMENT READINESS

Part 2: Planning for Change

Stakeholder Analysis/Key End-User Assessment

Stakeholder – An individual, community, group, or organization with an interest in the outcome of the project. They are people who are affected by the project, either positively or negatively, and they are people who can influence the progress of a project, either positively or negatively.

Stakeholder Analysis:

Once an organization has determined to progress through a change, it is very important to assess all the stakeholders involved in a change. The Stakeholder Analysis identifies individuals who will either benefit or be harmed by a project.

Identifying stakeholders is necessary to allow people who have impact on the success or failure of a project to have their voices heard and aids the Change Management Team in determining the change efforts that need to be included in the Change Management Plan. All stakeholders should have their concerns and opinions considered, even if they are put aside at a later date.

The Stakeholder Analysis is used to identify:

- The interests of stakeholders who may affect or be affected by the project
- Potential items that could put a project at risk
- Opportunities
- Relationships to strengthen or monitor when managing a project to help make it a success
- Who should be encouraged to participate, in what manner, and during which stages of the project lifecycle
- Ways to reduce, or remove, negative impacts on individuals within the organization

Two key elements of the Stakeholder Analysis are importance and influence. The Stakeholder Analysis looks to determine the amount of importance a person possess in relation to a project. Additionally, the Stakeholder Analysis considers the two elements working together, and provides the Change Management Team the ability to determine the best course of action based upon where a person falls in the importance/influence dynamic.

Coming next edition ...

Readiness Tracking, Measuring, and Reporting

Key End-User Assessment:

End-User Organizational Assessment and their Personal Readiness Assessment must also be analyzed. Care must be used when gathering data from employees, as these types of questions can often create fear, uncertainty, and doubt among employees, especially if the project team and senior leadership are not ready to answer the many questions that naturally arise when employees know that change is on the horizon.



A Key End-User Assessment analyzes Key End-Users regarding:

- Their perception of the organization's readiness for change
- The employee's personal readiness for change in general
- The employee's assessment of the change itself, and how they perceive the personal impact of that change

The last item on the list above, must be timed carefully with the overall Change Management Communications Plan and the readiness of the Project Team with details about the change. The Project Team must be prepared to answer the nine golden questions mentioned in the Second Quarter Newsletter – June 2004 Edition. As a general rule, employees will first assess change from the perspective of personal impact before relating to the broader effects on the organization.

4 Quadrants of Stakeholder Analysis



Enterprise Resource Planning (ERP) Service Delivery

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



Most significantly:

- Stabilizing PeopleSoft version 8.8, allowing web-based processing for all Human Resource, Benefits, and Payroll information for state employees
- Maximizing use of STAT Version Control for PHRST production
- Participating in PHRST Payroll Recovery planning and execution

Other significant milestones:

1. Successful implementation of Legislative mandated employee supplemental pay and annual Merit pay increase.
2. Fiscal Year-end process completed in timely manner which included a School Salary Mass Update with minor changes due to the PHRST Upgrade.
3. Successful conversion of PeopleSoft 7.5 Unarchived Data to PeopleSoft 8.8 Environment enabled decommissioning Citrix Servers by DTI.
4. PHRST 7.5 servers were redeployed to be used for PHRST Disaster Recovery. This was made possible by the DTI Systems Engineering Team. They recreated the 7.5 database on the new PHRST Production Database Server. DTI/Major Projects/ERP Team will access the data directly using SQL+.
5. Complied with DTI Change Control for each implemented PHRST Work Effort to assure quality migration to PHRST Production Database.
6. Completed Benefits Open Enrollment for Schools
7. Kudos to Pn Narayanan: PeopleSoft selected PN to give a presentation on the State of Delaware's successful PHRST Upgrade at the PeopleSoft Connect 2004 Conference, held this September in San Francisco, California.

Thanks to other DTI Teams – DC&O, Systems Engineering, & Telecommunications – for the significant contributions they gave to these efforts and their continuous assistance in improving performance and maintaining the environment.

Work Efforts:

The outstanding work efforts were prioritized during a recent Quarterly Release Meeting with the PHRST Functional Managers. To date, the ERP Team has delivered a total of 175 work efforts, fully utilizing STAT Version Control software to ensure a consistently high quality of effort. Some of the major efforts were to add the Bonus to state employee paychecks, facilitate Open Enrollment, process FY05 fiscal year startup, Tax Update 04-A, and more. As the ERP team continues to address outstanding work efforts, part of their assignment is to update programming, technical and operational documentation. The next step is to develop ERP Programming Standards and continue to enhance initiated Quality Assurance practices.

Fiscal Year-End Processing:

Fiscal Year-end (FY) processing began April 26th and was completed on August 31st. Only minor changes were needed to the detailed FY schedule produced during last year's processing. In addition to the FY schedule, we have produced yearly production support schedules for PHRST daily activities, annual events (Open Enrollment), and doubling/quadrupling benefit rates for Schools and Higher Education during summer months.

Technical Support:

ERP Resources are providing Technical support to the Time and Labor (T&L) and eRecruitment implementations. Also, the ERP Staff is participating in the State of Delaware Financial Reengineering effort.

Production Daily Batch Schedule:

One of the more visible improvements to PHRST was in the Production Daily Batch Schedule. This schedule is now completing 2-3 hours earlier than the PeopleSoft version 7.5. This will help accommodate T&L Batch processing when the T&L module is implemented. This effort was spearheaded by the Systems Engineering Oracle DBAs and supported by the ERP Service Delivery Team and other DTI Teams.

Together...anything can happen!!



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. A lack of resources to support the planned implementation is being addressed by the ERP Executive Sponsors.



Recruitment:

The Technology Investment Council (TIC) approved the DTI Business Case for this project. 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 current project team consists of mostly functional resources who are aligning SPO business processes with delivered PeopleSoft functionality.



Statewide Financial Reengineering:

Part of the State's 5-year ERP Plan calls for the implementation of PeopleSoft Financials. This system would replace several mainframe legacy systems that are not aging well! In preparation for the implementation of industry best practices, the state will reengineer many of its existing business processes. This project officially kicked off in July with IBM being the vendor to assist the state with its desire to reengineer. Currently the "as-is" processes and the global design are completed.



Delaware Transit Corporation (DTC) Financials:

The PeopleSoft project will upgrade (DTC) existing Financials and Supply Chain Management applications from Release 7.5 to web-based version 8.8. A major objective of this upgrade is to minimize the number of customizations to the software. Recently, a functional fit/gap analysis was completed to identify gaps and make recommendations to resolve them, without customizing the application, wherever possible.



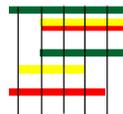
Project "French Vanilla":

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



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 project encountered an unexpected level of resistance from the user community. As a result, business requirements and proposed system functionality are being revisited. DTI has been actively involved in the technical aspects of the project and the Courts have adopted DTI's Change Management methodology



e-Government:

There continue to be a myriad of projects being tracked through the Dashboard. Just recently, DTI was notified that the Delaware Portal (www.delaware.gov) won a national award for being 4th in the nation during a "Best of the Web" survey conducted by the Center for Digital Government. PN, Linda Opdyke and Greg Hughes will be attending the award ceremony in New York City in October. Additionally, a study conducted by Brown University ranked the state's web presence 9th in the nation. Last year Delaware ranked 24th.



800MHz Next Generation:

The objective of this project is to enhance the state's current infrastructure and provide in-building coverage for all critical buildings in the state. The Governor's Report from the 800MHz Next Generation Committee was completed and contract negotiations with the successful bidder were held throughout September. Projects have been prioritized and the contract with Motorola was signed on September 30th.



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. The contract was signed in September. In October, DTI intends to hire a project manager for this initiative. This project will eventually "morph" into a Program, including all nine PSAPs and related projects (CAD System Upgrades, for example).

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