



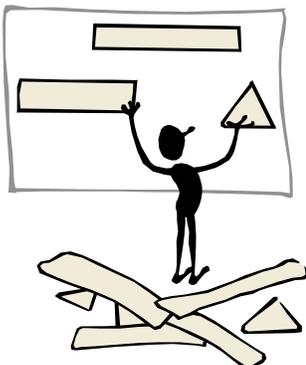
Vision: Provide consistent quality leadership in project management using industry best practices. Enhance the acceptance of cultural and technological change to maximize the benefits of major projects.

Organizational Project Management Maturity Model (OPM3)

Lynn Hersey-Miller, Chief Program Officer

Highlights

More about OPM3 ...
from your CPO
Project Management
eGovernment Program
Change Management
ERP Service Delivery
Projects



In our June 2005 newsletter, I stated that we had signed a contract with Project Assistants, Inc. to conduct an assessment of the overall level of project management maturity at DTI. That project did, in fact, start with a formal kickoff meeting on July 11th with the DTI Senior Team and 13 DTI employees who represented a cross-section of all teams. After the kickoff meeting, there were 3 days of interviews with all members of the team. These interviews consisted of a series of questions, but were mostly an open dialogue with the vendor to help them understand our environment and how different teams manage projects.

The Assessment:

After all of the interviews were completed, the draft **Project Management Maturity Assessment Report** was produced by the vendor and reviewed with the team. Additional comments were then incorporated into the document, which was subsequently formally accepted by this office in late July.

OPM3 consists of 5 levels of maturity as described in **Table 1 – OPM3 Levels of Maturity** on the next page.

The overall DTI project management maturity assessment was rated as 2.25. This indicates that we are in the

“**Planned**” stage of formal project management at DTI. In other words, basic project management standards, processes, procedures, etc. exist; however, they are not yet organizational standards, thus they are not consistently applied across the department.

I believe that is a fair assessment for where we are at this point in time and, frankly, I was happy to see it that high! There are numerous initiatives underway at DTI to improve overall project management.

For example:

- Many of you have been to training.
- Over two dozen formal processes and templates have been created.
- Apps Delivery has recently rolled out a “Project Toolbox” application.
- A project is underway to implement Microsoft Project Enterprise by next spring.

These are all important and necessary steps in moving us closer to the “**Managed**” level of PM maturity.

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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.”

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Table 1 – OPM3 Levels of Maturity

| | |
|-------------------------------|--|
| Level 1 – “Ad Hoc” | No formal standards, processes, methods, procedures, or staff to constitute a project management discipline. Standard technologies and reporting are sporadic. |
| Level 2 – “Planned” | Project management standards, processes, methods, procedures, and staff exist in the organization, but are not considered to be an organizational standard. Basic documentation exists, inconsistent management support rarely/occasionally applied. |
| Level 3 – “Managed” | All project management standards, processes, methods, procedures, and staff are in place as organizational standards. Formal documentation exists, consistent management support, execution irregularly/inconsistently applied. |
| Level 4 – “Integrated” | More refined project management standards, processes, methods, procedures, and staff are in place. More refined documentation, consistent management support, consistent execution, and efficiency exist across all projects. Metrics are in place to collect performance data across all projects. |
| Level 5 – “Sustained” | Lessons learned and best practices are applied to continuously improve existing standards, processes, methods, procedures, and staff. Metrics are collected and applied at the project, portfolio, and organizational levels. The organization is in a position to evaluate future decisions based on past performance and maximize its competitive advantage in the industry. |

Next Steps:

Now that the Project Management maturity level has been determined, the next step is to create a **Strategic Charter**. Based on the assessment findings, this document will be created to reflect DTI’s vision for enterprise project management, our goals to accomplish that vision, and the development of a time-phased approach to achieve the desired future state of project management. That document is now in its final draft form and will be formally accepted very soon. After that, the final step for this particular engagement with Project Assistants will be the generation of a **Tactical Plan**. This will be the development of a more detailed business plan with the individual initiatives that will help us achieve our DTI strategic goal of “enhanced project management”. This project is currently scheduled to be completed by the end of October.



If anyone is interested in reviewing the **Project Management Maturity Assessment Report**, it is located on the DTI shared drive:

<T:\PM Maturity Assessment Assessment Findings Report Final.pdf>

I would be happy to answer any questions or review the report in detail. If you are interested, please let me know. Many thanks to all who participated.

Lynn.Hersey-Miller@state.de.us

Project Management

PROJECT CHARTER:

As we start implementing more and more Project Management tools and processes to improve Project Delivery, the very first thing we need to tackle is the Project Charter.

The Project Charter is the document which is created at the Project Initiation phase. Since we use the Project Management Body of Knowledge (PMBOK) for our standards, this article will contain a few references to PMBOK terms.

Characteristics of the Charter:



1. The Project Charter is issued by an appropriate level of authority that is external to the project.
2. It will contain details of the business need, product description, project manager information, and authority delegation to the project manager.

Let's look more closely at the first characteristic. You may ask, "Why is the Project Charter issued by someone external to the project?" Since the Project Sponsor is responsible for the funding and resources, they are accountable for the project success; whereas, an external person will be able to provide an unbiased overview of the project.

The person issuing a charter should be at a higher level, appropriate to the need of the project.

- For a small project, a Functional Manager, a Business Manager, or a Team Leader may possess enough authority to issue the charter.
- For enterprise-wide projects, someone with enough power, respect, and authority is appropriate for issuing the charter. This person could be a Vice President, CIO, Cabinet Secretary, or even the Governor.



For the second characteristic, the Project Charter should contain information appropriate to the project size, criticality, and visibility. The following information is documented via the DTI Project Charter template.

1. Management Summary
2. Project Goal
3. Scope
 - a. Historical information
 - b. Product description
4. Project Requirements
 - a. Reference documents
 - b. Characteristics (hardware/software)
 - c. Project Deliverables
5. Project Assumptions (Required for Risk planning)
6. Project Constraints (Required for schedule development and other planning)
7. Roles and Responsibilities (Project Manager is assigned and their authority over the project resources are defined)



The Project Charter formalizes the project and thereby provides legitimacy for the organization to deploy its resources. Ideally, every project should have a charter.

There is an approved Project Charter template that is available in the recently released "Project Toolbox" application. Thanks to the Project Managers in Applications Delivery and Major Projects, many of the processes are documented and are ready for prime time.

eGovernment Program

EGOVERNMENT COMMITTEE:

Introduction:

The Office of Major Projects is responsible for the coordination of the eGov initiatives in the state. The eGovernment Program Manager has formed the eGov committee with members from various state organizations, including but not limited to, the Government Information Center (GIC), Division of Revenue, Department of Natural Resources and Environmental Control (DNREC), Department of State (DOS), Department of Transportation (DOT), a member of the Information Resource Manager (IRM) Council, and members from various DTI teams.



Committee Objectives:

The committee adopted the eGov Governance Charter as of September, 2005. The Governance Charter identifies the key participants and the role the committee plays in eGov initiatives throughout the state. The committee will strive to ensure a collaborative effort on eGov initiatives through various means; e.g., Proof of Concept projects, technical development, project management. The committee will always seek outside participants who are not currently on the committee if and when needed. Spin-off subcommittees have been formed to further investigate issues and work on proofs of concept that will aid in current eGov projects and future eGov initiatives.

Committee Initiatives:

The committee is working with the IRM Council to gather information from all state organizations to better gauge the current web-environment and what future web initiatives they wish to initiate. This data will be helpful in the decision-making process for the eGov architecture, standards, and authentication. The committee continues to work together to strive for a more cohesive eGovernment future.

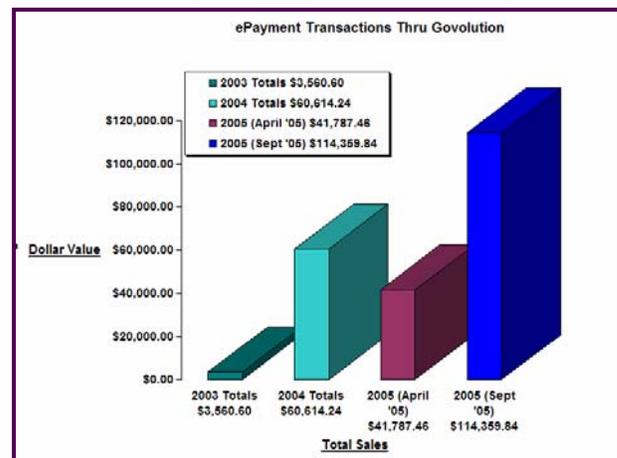
EPAYMENT PROJECT:

Introduction:

The ePayment project has been busy assisting state organizations in their initiative to implement ePayment through Govolution for their online payment process. Indian River Adult Education, Division of Revenue, and Professional Regulations and Licensing will all be in production within the next couple of weeks utilizing Govolution.

Statistics:

The statistics below show that 2005 totals through September are up and more than doubled the 2004 year-end totals for ePayment. There is a \$72,572.38 increase from April to September of this year.



Summary:

With the web becoming more common place for the public, the increases in online services should follow suit. The need for flexibility and ease of purchasing or acquiring services from the state online will be in more demand. The ePayment project, with Govolution as the state standard, will aid in that change in demand. Currently, there are a couple of state organizations in the process of working out interesting and new initiatives with Govolution that can be shared with other state organizations in the future.

If you have any questions on ePayment, please contact LiWen, eGov Project Manager, at 739-9688.

Change Management

DTI CHANGE MANAGEMENT METHODOLOGY

The DTI Change Management Team has had its own set of change management standards in place for over a year. These standards were based on the successful implementation of the State's PeopleSoft HCM system in 2001. Since then, we have used our 'readiness' methodology for all ERP initiatives.

Currently, we are in the process of augmenting, revising, and documenting our processes to integrate with the standard PMI project management phases. Our processes and tools will also be available in the new Project Toolbox developed by the Applications Delivery Team.



As part of expanding our ERP readiness methodology into more overarching Change Management standards, the team has been working with Prosci®.



Prosci® is the recognized leader in business process design and change management research, and is the world's largest provider of change management benchmarking information. Prosci® has worked with more than 1,000 companies on benchmarking and research-related projects in the areas of change management, customer service, human resources, and business process design. They have a simple, practical, researched-based methodology that easily integrates into, not only, our readiness strategy, but standard project management processes as well.

When implementing new systems, often technology is the easy part; managing expectations and preparing the people for change becomes the challenge. Prosci's® research consistently shows – when Change Management works closely with Project Management, it can help a project succeed smoothly, on-time, and in budget, with minimal stress on the people involved.

The concept of routinely incorporating Change Management into projects is relatively new and often meets with resistance from veteran project

teams. It's understandable because project management is a proven discipline; whereas, change management is a new field of study. Other differences are listed in Table 1.

| Project Management | Change Management |
|-----------------------------------|--|
| Recognized discipline | Field of Study |
| Long history | Relatively new |
| Standard body of knowledge | No universally accepted body of knowledge |
| Established literature (PMBOK) | No literature |
| Educational degree | No degree |
| Oversight board (PMI) | No oversight board |
| Grounded in the physical sciences | Grounded in the social sciences (-ologies) |

TABLE 1 – Disciplines

The DTI Change Management Team has developed a series of Change Management educational workshops including:

- Change Management 101 – An Overview
- How Supervisors and Managers can help their staff cope with change
- Change Management Overview for Sponsors

In the future, we hope to be able to share these with other teams in an attempt to help people understand the process and how it can benefit



many of DTI's initiatives. An organization that becomes 'change competent' can react positively to change over and over again.

Coming next issue . . .

What it takes to become a change competent organization.

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:

- Upgrading PHRST system to PeopleTools Upgrade 8.46, Oracle 10g, and WebSphere



OTHER MILESTONES:

- June/July 2005 – Fiscal Year Startup completed in time for the DFMS closeout
- STAT Version Control critical fix applied in preparation of PeopleTools Upgrade
- Successful implementation of inbound/outbound interfaces for Voluntary Supplemental Benefits
- Completed Re@lity Corp initiative to enhance ERP Quality Assurance practices.



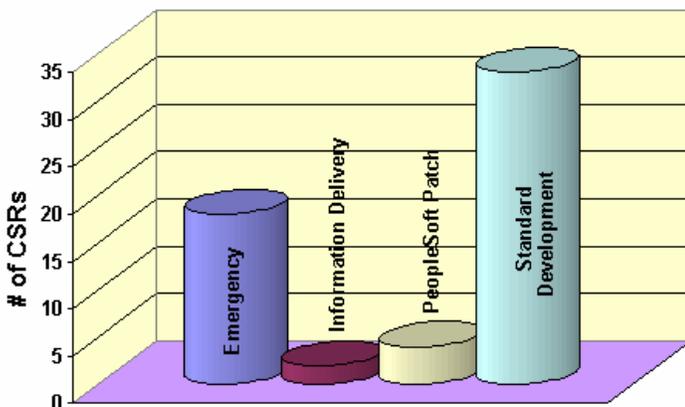
Other DTI Teams made significant contributions to our efforts and are continually assisting in improving performance and maintaining the environment:

- Systems Engineering and Telecom teams – the PeopleTools 8.46, Oracle 10g, and WebSphere 5.x upgrades
- Data Center & Operations – Fiscal Year Startup and PeopleTools upgrade
- Systems Engineering – STAT Version control patch.

CUSTOMER SERVICE REQUEST (CSR):

During the third quarter, the ERP Service Delivery Team successfully completed 57 CSRs.

Jun 1 - Sep 8, 2005



ERP Standards:

The solution to distribute output via email has been finalized with the completion of the design and coding. Currently, only one application is using the solution and we are always looking for other opportunities. This solution helps to reduce the number of formatted reports and allows us to tailor output that is more specific to the user's need.

A standard "Requirements Template", recommended as a result of the Re@lity Corp Quality Assurance study, will be implemented at PHRST by mid-October. Other recommendations are currently under review by the ERP Standards Group.

ERP Technical Documentation:

A revision of all PHRST Organizational Data Extract file documentation is completed. Revisions included new documentation of Human Resource and Benefits processes and merging these processes with the Payroll processes; merging documents



containing tasks separated by functional and technical areas into one document; updating information and related documentation for tracking interfaces and gaining security access.

The index of the ERP technical documentation went through a major review and revision. Two separate indexes were combined, reorganized, and reformatted to make the index easier to use. All links were checked, new documents added, and old documents were removed from the index to make it easier to locate technical documentation.

ON-GOING EFFORTS:

- Implementing Re@lity Corp recommendations to enhance Quality Assurance practices
- Technical support to Time & Labor Phase II rollout and eRecruitment implementation
- Participation in the State of Delaware Financials Reengineering effort and reporting strategy



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ERP SERVICE DELIVERY – NEXT STEPS:

4th Quarter 2005:

Milestones will be the Time & Labor implementation for DeIDOT and Payroll Year-End processes. This is a critical time of the year, requiring additional hours to quickly design, code, and test development work required by IRS Tax Code changes.

Upcoming Year (2006):

ERP Service Delivery Projects identified:

- Application of Bundles and Fixes to stay current with PeopleSoft version 8.8
- PHRST Disaster Recovery planning
- PHRST Reengineering for PeopleSoft Finance and Reporting strategy
- HR CSRs for preparation of implementation of eRecruitment, Data Archiving, and Pension Disability.



Congratulations to the DTI Change Management Team!

I'm happy to announce that DTI's Change Management Team recently completed Prosci's® **Change Management Certification** course. Prosci® is the recognized leader in business process design and change management research, and is the world's largest provider of change management benchmarking information. Prosci® has worked with more than 1,000 companies on benchmarking and research-related projects in the areas of change management, customer service, human resources, and business process design. Our Change Management team has worked closely with Prosci® to embrace and embellish these research-based best practices into their own change management methodology.

This intensive 3-day change management program uses Prosci's® research-based change management methodology. During the session they were placed in specific case-study groups that created a change management plan using actual research data and case-study scenarios. The team worked on two existing major projects -- the "PeopleSoft Time and Labor" project and the statewide case management project "Courts Organized to Serve (COTS)".

To earn the certification, they had to present their plans to their fellow participants, the seminar trainer and Prosci® CEO, Jeff Hiatt, and also pass a written exam. Please extend congratulations to Pam Waters, Cindy Bray, Stacey Sowers and Nancy Erwin for a job well done!

~ Lynn Hersey-Miller

Our Team: Recognition



Division Employee of the Quarter

- **Kevin Elbert:** (April – June 2005)



Team Leader Employee of the Month

- **Hemanth:** June 2005
- **Ashok & Stacey:** July 2005
- **Kamlesh:** August 2005



June 2005 KUDOS:

- **Pam, Kamlesh, Nancy, Bill, Sang, Stacey, Kevin, Sri, Savitha, Holly**

July 2005 KUDOS:

- **Stacey, Kamlesh, Bill, Cindy, DP, Pn, Pam, Lynn**

August 2005 KUDOS:

- **ERP Service Delivery Team, Kamlesh, Cindy, Stacey**



July 2005

- **Nancy**

Congratulations to **Ashok and Rao** on receiving their Project Management Certificate!!

Welcome to **Clayton Wilson**, the newest member of the Major Projects ERP Service Delivery Team.

Newsletter Contributors:

Lynn Hersey-Miller
Pn Narayanan
LiWen Lin
Pam Waters
Kamlesh Sheth
Nancy Erwin

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



Time and Labor: Currently there are approximately 40 separate time reporting and leave accounting systems in the state. The (phased-in) implementation of PeopleSoft Time & Labor (T&L) will gradually eliminate these stand-alone systems and allow for statewide standardized reporting of time. The DelDOT implementation is progressing smoothly, with the target go-live date of November 8th. The third phase of T&L started with the identification of agencies similar to the pilot organizations. The target date for their implementation is Spring 2006.



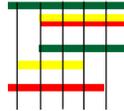
e-Recruit: This application will include online recording and tracking of all recruitment business processes, from the request to fill a vacancy, through the selection and hiring of a candidate. The project is in the Execution Phase. Due to the priority of having to apply critical PeopleSoft "bundles" to the production system, the project target date is postponed until late summer 2006.



Statewide Financial Reengineering: Part of the State's 5-year ERP Plan calls for the implementation of PeopleSoft Financials. This system would replace several legacy systems that are not aging well! In preparation for the implementation of industry best practices, the state will reengineer many of its existing business processes. The Implementation Schedule and Budget Deliverables were recently submitted to the State. Several critical issue papers are under review by the ERP Executive Sponsors.



Transparent LAN Services (TLS): The TLS project will bring a high-speed fiber-based data service to the State of Delaware, offering greater bandwidth capacity than the current network. DTI, teaming with Verizon, will be replacing the current T1 service to State Organizations with TLS. DTI Telecommunications Team is leading this effort, with help from Major Projects for project oversight and communication development. School districts were determined to have the highest priority for TLS. Remaining state organizations will be implemented as capacity dictates, with the completed implementation scheduled for the summer of 2006. Hearty congratulations to the DTI Telecom team for a superb job of getting all school district offices and high schools up and running by the time school started!!



eGovernment: The team is currently very active with the construction of a more comprehensive eGovernment Program for the state. A Program Governance Charter was recently adopted by the eGov Committee. Please find more information in the eGovernment Program section of this newsletter.



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. Implementation for the first group of PSAPs is still on schedule for January 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 Technology Investment Council (TIC) reviewed this project at their last meeting and made recommendations on the project. The COTS Team is working on those recommendations. One of the recommendations is to make the Project Manager responsible and accountable for Change Management activities with oversight provided by DTI Change Management.



800MHz Next Generation: The objectives of this Program are to enhance the state's current infrastructure and provide in-building coverage for all critical buildings in the state. Detailed Design Review Phase 2 has started, the result of which will enable acquisition of all equipment for Kent County sites, including Dover and Harrington. The zoning process has been completed for the Laurel site plus most of New Castle County for Phase 1. Most of the leases and agreements with other parties have been completed and are awaiting community outreach activity completion prior to final signature.



Project Management Maturity Assessment:

Project Assistants Inc. delivered the DTI Project Management Maturity Assessment Report and rated DTI at a 2.25 level (out of a possible "5"). The team is currently working on a Strategic Charter with the target date of early October. The project is expected to be completed in late October 2005.