



*Delaware's Project Management Office*

**IT Project and Portfolio Management Category**

State of Delaware

Delaware's Project Management Office  
Executive Summary  
**IT Project and Portfolio Management Category.**

According to the Standish Group Report (2006), only 35% of IT projects are successful, 46% are challenged, either over time or over budget, and 19% fail. Less than one in four projects actually deliver on the return-on-investment goals. (Return on IT, Dec. 2006) A KPMG survey found that there are numerous reasons for project failures; however technology is NOT the critical factor.

The Delaware Department of Technology and Information (DTI) found metrics like these to be not only frightening, but completely unacceptable. DTI's solution? Place a greater emphasis on state government's project management, through the creation of a separate division within the organization, the Office of Major Projects. DTI's Program Management Office (PMO) is committed to improving enterprise-level project planning, budgeting and tracking through post implementation review and production system support.

DTI defines a major project as "a project that crosses organizational boundaries or significantly changes the way business is conducted in an organization". While the majority of major projects involve the implementation of new technology, there is also involvement with projects where current business processes are being reengineered or optimized in preparation for new technology.

Delaware's Project Management Office is comprised of members of the Program Management Team, the Organizational Change Management Team, and the Enterprise Architecture Team. The PMO is responsible for establishing standards and processes, providing training and mentoring, and working with the DTI Senior Staff and other DTI teams to create an environment conducive to project success. The PMO serves not only as a resource pool for Change, Quality, Project, and Program Management personnel for DTI projects, but also functions as a consulting organization for any state government entity as requested by the entity or as directed by the Chief Information Officer or Technology Investment Council.

Delaware's PMO is unique in state governments nationally, because of its emphasis on Organizational Change Management. (OCM) During the formation of the new department, a visionary decision, orchestrated by the Chief Information Officer and Chief Program Officer, created a separate dedicated OCM team to handle organizational change management and help prepare end-users for the cultural impact inherent with IT projects.

**The result of a successful Program Management Office implementation?** Delaware's \$175 million project portfolio has had no projects at a risk of cancellation/under performance beyond the tolerance limits in last 12 months.

## Delaware's Program Management Office

### ***Section C*** ***Business Problem/Solution***







In 2001 the State of Delaware General Assembly established the Department of Technology and Information (DTI) based upon Governor Minner's taskforce recommendation. DTI has overall responsibility for the leadership, development and deployment of information technology policy, standards and solutions for the Executive, Legislative and Judicial branches of government in Delaware.

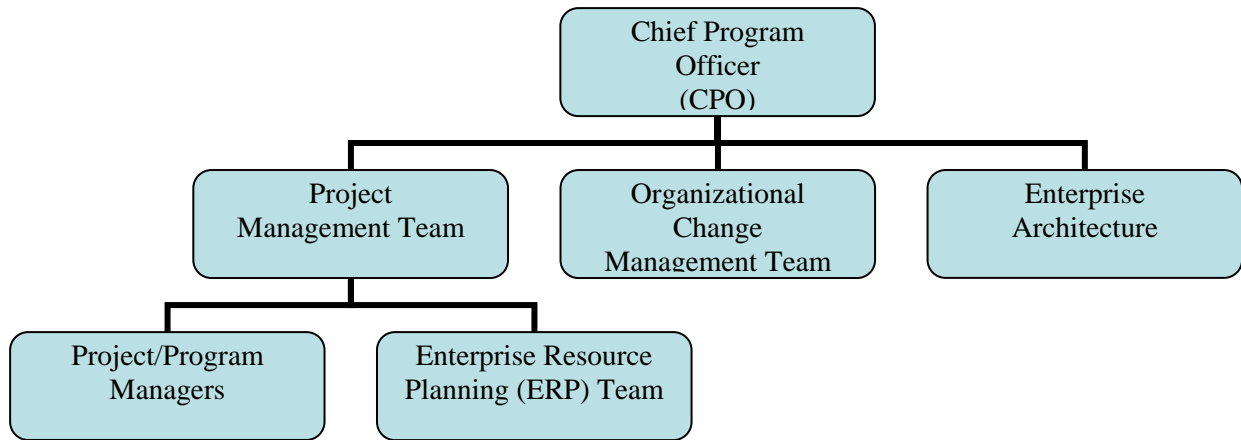
Delaware's previous IT Department was plagued with great customer expectations, but unfilled promises, when it came to meeting the needs of information technology among the 65 state organizations in Delaware. Formal Project Management practices simply did not exist, and there was little thought given to any enterprise-level project planning, tracking and budgeting. The result was a series of projects that were over-time and over-budget.

To put a greater emphasis on state government project management, a separate division (Office of Major Projects) was created within DTI with an objective of improved enterprise-level project planning, budgeting, and tracking from development through post-implementation review and production system support.

DTI's vision for enterprise program/project management is to demonstrate excellence in all aspects of project management in service to the State of Delaware, and to be a recognized leader in project management expertise within the State and among other state governments.

The Chief Program Officer (CPO) reports directly to the Secretary of the Department of Technology and Information, who is also the Chief Information Officer for the State of Delaware. The Program Management Office (PMO) is comprised primarily of the Project Management (PM) team and the Organizational Change Management (OCM) teams. Responsibilities include, but are not limited to, the following:

-  creating PM and OCM processes, templates and standards
-  managing both departmental and statewide projects,
-  preparing customers (internal and external) for the cultural changes that result from IT implementations
-  evaluating PM tools
-  providing project oversight to other state agency projects
-  provide PM and OCM training to other state agency personnel



The PMO staff manages enterprise level programs such as the 800 MHz Public Safety Program, e-Government Program, PeopleSoft Enterprise Resource Planning (ERP) Program, and many other major projects. When Delaware implemented a statewide ERP system, a strategic decision was made to allow the ERP team to be permanently assigned to the PMO in order to better manage project resources. In addition to the better management of project/production resources, this assignment also exposes the ERP team to DTT's project management methodology and has helped raise the level of project management maturity across the team. This team supports all ongoing ERP projects in addition to the daily production support of the system. DTT's PMO also provides oversight to other agency's high visibility projects and mentors them in organizational change management methodology.

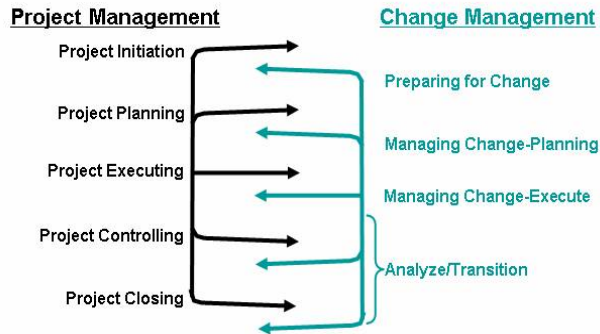
The DTI PMO works very closely with the Project Management Institute (PMI) and has established a Dover, Delaware Branch of the PMI Delaware Valley Chapter. The DTI PMO, in coordination with PMI, has held several local chapter meetings so that other state agencies and PMI members from Delaware can participate. Through these enhanced networking opportunities DTI has been able to further develop its processes and standards.

### ***Section D*** ***Improvement in Government Operations***

DTT's PMO is very unique in the entire nation from the perspective of organizational change management. During the formation of the new department, a visionary decision, orchestrated by the Chief Information Officer and Chief Program Officer, created a separate dedicated OCM team to handle organizational change management and help prepare end-users for the cultural impact inherent with IT projects. OCM objectives include the following:

- ✚ Provide awareness of business process changes
- ✚ Ensure end-user understanding and acceptance
- ✚ Care, listen, and respond
- ✚ Manage people's expectations
- ✚ Ensure implementation "readiness"
- ✚ Champion the project.

The OCM team members work in concert with the PM team members to further improve the success of any project. The processes of both teams are integrated and documented below:



To further enhance the DTI PMO services, DTI implemented Microsoft 2003 Enterprise Project Management (EPM) system in 2006 and upgraded to Microsoft 2007 EPM in 2007. This fulfills the need for a collaborative and interactive means of communicating and managing projects and resources. EPM was selected as the tool to effectively manage and track project plans, resources and house and archive project documents. Leadership understands the need for a collaborative tool and the need for all members of the organization to become integrated stakeholders in the proliferation of this tool effectively to manage DTI's resources and project related documents. To further the management of resource allocation in relation to project management, project resources enter their time in EPM. This creative move integrates the time usage of project resources to projects as well as to daily production tasks, allowing senior management an overview of resource allocation across the board. The application has been configured to promote accessibility of other state agency users to effectively co manage projects as partners. This will further promulgate DTI project management processes state-wide to strengthen project management. Standardization of PM processes and standards are now centrally located and accessible to internal users and outside partners.

The PMO developed and delivered a basic project management training curriculum based upon the DTI's processes and templates (PM and OCM) and trained all PMO staff. This enabled all stakeholders to receive a uniform experience irrespective the project managers' individual styles. The Intermediate and Advance project management curriculums are under construction. This training initiative has been further rolled out to train other state personnel. The PMO has, since its creation, mentored other state PM's to improve their skills in project management.

***Section E***  
***Public Value of Project***

As a result of successful PMO implementation, DTI's \$175 million project portfolio managed to have no projects at a risk of cancellation/under performance beyond the tolerance limits in last 12 months.

Further, the diversified, dynamic team managed to accomplish the following

1. 50% team have professional certifications
2. Lowest employee turnover ratio less than 5%
3. Highly successful 800 MHz and e-gov programs. Delaware State Portal ranked No 1 in the nation in 2007 Brown university study.
4. Worked closely with Governor's office to proclaim Project Management week (Oct 28 – Nov 3 2007)

DTI 's PMO not only increased the probability of success for State of Delaware projects and programs, it created a new paradigm for other state agencies nationwide to learn from its experience. In its pursuit of continued excellence in State government, future plans include an OPM3 maturity review in the fall of 2008, and implementation of Portfolio management tool integrating EPM.