



DES LEAN Team

Case Study # 2012-01

Summary

Scope: DES and DoIT

Business Problem:

DES had more IT ideas and projects than DoIT developer resources to do the work. IT projects generated via Lean, strategic plan, or grant applications competed with those to suit bureau/division core business needs. Within DES, a queue of IT projects did not exist, nor did any policies regarding effective project management, time estimates, and business plan development. Projects were taking longer than expected to complete and there was general frustration with the process.

Methodology:

Current and future desired processes were mapped which resulted in 2 implementation plans and 5 teams.

Solution:

Created an application to track project ideas and their status. Created guidance, SOPs, and templates to better manage and develop projects.

Benefits/Results:

A consistent, fair, transparent process was created for tracking and prioritizing IT projects.

Idea Sponsors:

Tom Burack – DES Commissioner
Bill Rogers – DoIT Commissioner

Lean Event Facilitators:

Vince Perelli x 8989
Muriel Lajoie x 8139
Carolyn Russell x3010

Project Name: Information Technology (IT) Ideas and Projects Management

The Problem

Developing IT projects at DES was not a smooth process and generated frustration for both DES and associated DoIT staff. With the wealth of ideas and scarcity of resources, a more efficient process was needed. At the request of the DES Senior Leadership team, a Lean project was initiated to create a better process for developing IT projects at DES.

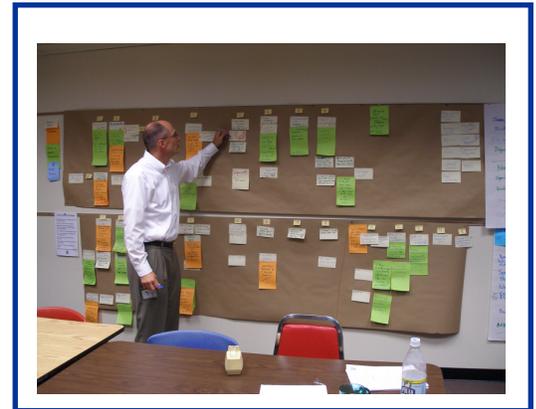
The Process

The current process for developing IT projects at DES was created. Then a future desired state was created based on the charge to develop a process where “All potential IT projects move forward from an idea to the IT project queue, assignment to staff, and eventual completion.” This resulted in the development of 2 implementation plans and 5 teams to work on the items needed to get to the future state.

Allocating resources fairly, regardless of funding, was a difficult topic as some units had dedicated developer resources and others did not. Much time was spent on creating a more efficient, consistent, and fair process that did not unduly penalize or impact those programs that had deliberately made significant IT investments over time.

For a fresh eyes perspective, a Department of Transportation staff member participated on the team focused on allocating resources. His knowledge of how things were done in his agency, in particular what worked well and what didn't, helped the team develop sound ideas to move forward.

Periodically, project updates were given to the DES IT Steering Committee and the DES Senior Leadership Team. Proposed SOPs and guidance materials were shared with these groups for feedback and course correction. A stakeholder email list, comprised of key staff throughout the agency, helped staff stay in the loop on proposed changes and offered an avenue to provide feedback.



The Results

The following were created to help improve the IT project process at DES:

- IT project tracking application
- Business plan template and checklist
- Project management guidance which included roles and responsibilities for DES vs. DoIT staff
- Project time estimate guidance
- IT plan template to be filled out by each part of the agency to improve IT planning
- Standard operating procedures (SOPs) for ranking and prioritizing projects
- Documentation of the tools and people governing this process

The Team

Event Co-Managers: Deb Soule (DES) and Chris Simmers (DoIT DES Liaison)

Team Leads:

IT queue development: Deb Soule (DES)
Business plan development: Chris Simmers (DoIT)
Allocating resources – Sarah Yuhus Kirm (DES)
Project communication – Tim Nowack (DES)
Project After-care – Heather Pike (DoIT) and Chris Simmers (DoIT)
Overall, 67 staff participated in this process.