Executive

Sponsor

Reporting

Major Projects

Department of Technology & Information

Standards

December 2003

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Pam Waters
Change Management Team Leader
Nancy Erwin
Change Management Communications Specialist
Department of Technology & Information
801 Silver Lake Boulevard
Dover, Delaware 19904

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Executive Reports for Major Projects

Objective:

Develop standard templates and reports for executive reporting for Major Project Stakeholders. Additionally, each report should have a description of its intended use, frequency and audience. This document is a guide to fulfill the communication needs of any major project and will be revised and updated as communication needs are identified. A few of the benefits for utilizing these standard reporting formats include:

- *Consistency* – many times the same person may sit on different Executive Committees. Viewing the same report formats for each different committee makes disseminating information easier and more efficient.

- *Efficient Identification of Critical Issues* - color coding status and risk assists in promptly identifying vital issues.

- *Simplification -* committee members become familiar with standard formats resulting in more productive use of time.

Definition:

Our definition of a major project is "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.

Summary:

The standard reports for any major project are identified in this document. These reports include topics that will be accompanied by appropriate documentation. The Appendices contain the report templates, instructions and samples.

Information from these reports will eventually lead to a comprehensive post implementation review and/or an Executive Stakeholder/Business Owner Summary Report.

Major Projects Executive Sponsor Meeting Agenda

These particular agenda elements were chosen because they consistently encompass all the critical topics needing discussion Executive Sponsor level meetings.

A. Intended Use

    a. The agenda template will be used for regular Executive Sponsor meetings

    b. Standard handouts

        i. Major Project Status Overview

        ii. Project Status Gantt Chart

        iii. Major Project Readiness Report

        iv. Budget Projection Report

    c. Standard agenda elements

        i. Project overview

        ii. Approvals

        iii. Issues

        iv. Significant accomplishments

        v. Upcoming events

B. Frequency

    a. Monthly in the beginning of the project

    b. Weekly towards the completion of the project

    c. Depending on risks, issues etc., frequency could change

C. Audience

    a. Executive Sponsors

    b. Business Owners

Major Projects Executive Sponsor Agenda Template

Major Projects Executive Sponsor Meeting

Date

A G E N D A

PROJECT OVERVIEW

- Status
    - o Project Overview
    - o Gantt Chart
    - o Readiness Statistics
- Budget
    - o Project Budget Projection

APPROVALS

- Project Topic
    - o Activity/Task
    - o Activity/Task
    - o Activity/Task
- Project Topic
- Project Topic
- Project Topic

ISSUES

- Issue One
- Issue Two
- Issue Three, etc.

SIGNIFICANT ACCOMPLISHMENTS

- Accomplishment One
- Accomplishment Two, etc.

UPCOMING EVENTS

- Event One
- Event Two, etc.

Major Projects Executive Sponsor Agenda S A M P L E

ERP Executive Sponsor Meeting

Date

A G E N D A

PROJECT OVERVIEW

- Status
    - Project Overview
    - Gantt Chart
    - Readiness Statistics
- Budget
    - Project Budget Projection
- Time & Labor
- Oracle vs. PeopleSoft
    - Oracle announced on Friday, August 8, 2003 that it was extending to mid-September its deadline for tendering shares in its hostile bid for PeopleSoft.
- Recruitment

APPROVALS

- Time and Labor April 1, 2004 Go-live date for:
    - SPO
    - DTI

ISSUES

- Who owns Time and Labor?
- Internet/Intranet Access for Employee self-service (eApplications)
- Financials

SIGNIFICANT ACCOMPLISHMENTS

- System Acceptance Testing – 8/4/03

UPCOMING EVENTS

- August 26 demo of Time and Labor

Major Project Status Overview

A. Intended Use

    a. This report gives a high level overview of the status of major project milestones. This report provides an opportunity to share the progress made so far and to validate that everything is in good shape to continue. Based on this report the project is ready to proceed to the next stage of work

    b. The project status is indicated by a red – yellow – green color scheme.

        i. Sections include:

            1. Project status regarding timelines and budget.

            2. Organizational Readiness – comment on the customer's readiness to proceed to the next stage

            3. Training – comment on the status of training development/deployment milestones (if applicable).

            4. Issues – Note the status of any outstanding issues and the resolutions agreed upon

        ii. This report should be provided to the Project Director from the Project Manager/Leader

B. Frequency

    a. Monthly in the beginning of the project

    b. Weekly towards the completion of the project

    c. Depending on risks, issues etc., frequency could change

C. Audience

    a. Executive Sponsors

    b. Business Owner

    c. Executive Directors

Major Project Status Overview Template

Insert Project Logo here
Project Name here

Status Report #xx—Month day, 200x

Status Overview

Project name (if you are reporting on multiple projects) **Status Report # xx**	**Risk**	**Comments**
Schedule:		
	🟩	
	🟩	
	🟩	
Budget:		
	🟩	
	🟩	
	🟩	
Project Management:		
	🟩	
	🟩	
	🟩	
Requirements Development:		
	🟩	
	🟩	
	🟩	
Change Management/Readiness:		
	🟩	
	🟩	
	🟩	

Risk Color Key	
On Target – no risk	🟩
Area of Concern–Sponsor Action Not Required at this Time	🟨
Needs Immediate Sponsor Attention--At Risk	🟥

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Major Project Status Overview–S A M P L E

LOGO

Organization
Report #11—Month, Day, YYYY
Status Overview

Project ABC Status Report # 11	Risk	Comments
Schedule:		
Integrated Project Plan	🟩	Currently working to integrate Change Management Plan into Project Plan
RFP	🟨	Finalizing the System Implementation RFP and publish to the web.
Budget:		
Requirements Contract	🟩	Discussions are initiated to determine the next steps regarding the contract.
Change Management Specialist Procurement	🟩	Applying for approval and funding for this position
Project Management:		
Funding Request	🟩	Awaiting decision to see if project costs are included in the Governor's budget recommendations
Cost Benefit Analysis	🟩	Reviewing CBA to determine next steps
Requirements Development:		
High-Level Requirements	🟩	Completed
Detailed Requirements	🟩	Draft Detailed Requirements document under review
Change Management/Readiness:		
Organizational Readiness Assessment	🟩	Initial Organizational Readiness Assessment completed
Stakeholder Analysis	🟩	Completed
Change Management Strategy	🟩	Completed and documented

Project ABC Status Report # 11	Risk	Comments
Change Management Sub-Committee		Developed a comprehensive Change Management and Communication Plan to provide an organized framework for managing and executing project activities
Functional Impacts		Preparing Functional Impacts documentation by identifying functional impacts and the areas that have an impact on end-users and tracking on the Master Functional Impacts Spreadsheet
End-User Inventory		In progress: gathering information about all end-users affected by the project

Risk Color Key	
On Target – no risk	
Area of Concern–Sponsor Action Not Required at this Time	
Needs Immediate Sponsor Attention--At Risk	

Major Projects Readiness Status Report

A. Intended Use

    a. This report lists critical readiness tasks and the status of each organization/department as to completion. The status is indicated by a red – yellow – green color scheme.

    b. This report should be provided to the Project Director from the Project Manager/Leader

B. Frequency

    a. Monthly in the beginning of the project

    b. Weekly towards the completion of the project

    c. Depending on risks, issues etc., frequency could change

C. Audience

    a. Executive Sponsors

    b. Business Owners

    c. Executive Directors

Readiness Status Report Template

{ **Organization/Department Names** }

Date:

Activity/Task & Categories	Target Start Date	Target Due Date																
Monthly Checklists																		
Month																		
Month																		
Other Critical Tasks																		
Specific Task																		
Specific Task																		
Specific Task																		

X	Organization has completed as required
▲	Organization is in process of completing task but may not finish by due date. No risk to readiness
▲	Organization has not started this task and is jeopardizing readiness for this target.

Readiness Status Report – S A M P L E

Activity/Task & Categories	Target Start Date	Target Due Date	Org. Name	Org. Name	Org. Name	Org. Name	Org. Name	Org. Name	Org. Name	Org. Name	Org. Name	Org. Name	Org. Name	Org. Name	Org. Name	Org. Name
Monthly Checklists																
September	9/1/03	9/30/03	X	X	X	X	X	X	X	X	X	X	X	X	X	X
October	10/1/03	10/31/03	X	X	X	X	X	X	X	X	X	X	X	X	X	X
November	11/1/03	11/30/03	X			X			X						X	
Other Critical Tasks																
Leave Survey	8/1/03	9/31/03	X	▲	X	X	▲	X	X	X	X	▲	X	X	▲	X
Recruitment Survey	9/1/03	10/31/03		▲					▲		▲		▲			

Legend:

X (green)	Organization has completed as required
▲ (yellow)	Organization is in process of completing task but will not finish by due date. No risk to readiness
▲ (red)	Organization has not started this task and is jeopardizing readiness for this target. No risk to readiness.

Major Project Gantt Chart

A. Intended Use

   a. This chart gives a more detailed view of the status of major project milestones. It indicates the percent complete as well as the task duration and actual duration. The task status is indicated by a red – yellow – green color scheme with the percent complete.

   b. This report should be provided to the Project Director from the Project Manager/Leader

B. Frequency

   a. Monthly in the beginning of the project

   b. Weekly towards the completion of the project

   c. Depending on risks, issues etc., frequency could change

C. Audience

   a. Executive Sponsors

   b. Business Owner

   c. Executive Directors

Project Gantt Chart Template

Project Plan Tasks	Task ID	Start Date	End Date	KEY:				Percent Complete			M	MILESTONE						DURATION						ACTUAL	
				Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week	Week
Project Area																									
Task Name	#000	00/00/00	00/00/00																						
								%																	
**Bolded column denotes current week																									

Project Gantt Chart–S A M P L E

Task	Task	Start Date	End Date	% Complete
Agency Readiness/Communications				
Upgrade				
Delta Workshop	410	08/04/2003	12/09/2003	40%
Newsletter	255	08/18/2003	10/31/2003	95%
Functional Bulletin	180	08/11/2003	10/27/2003	96%
eBenefits Flyer	229	06/26/2003	09/30/2003	99%
Time & Labor				
Readiness Project plan		08/11/2003	10/31/2003	40%
End User Training				
WBT Delta Training				29%
Design WBT Delta Training Material		09/15/2003	09/22/2003	100%
Develop WBT Materials		10/06/2003	02/20/2004	20%
New End User Training		09/30/2003	04/05/2003	3%
Convert 7.51 policies and procedures to 8.8		09/22/2003	02/20/2004	27%
Develop New End User Training Materials		10/08/2003	02/20/2004	3%

Timeline columns: 1-Sep, 8-Sep, 15-Sep, 22-Sep, 29-Sep, 6-Oct, 13-Oct, 20-Oct, 27-Oct, 3-Nov, 10-Nov, 17-Nov, 24-Nov, 1-Dec, 8-Dec, 15-Dec, 22-Dec, 29-Dec, 5-Jan, 12-Jan, 19-Jan, 26-Jan, 2-Feb, 9-Feb, 16-Feb, 23-Feb, 1-Mar, 8-Mar, 15-Mar, 22-Mar, 29-Mar, 5-Apr, 12-Apr, 18-Apr, 26-Apr, 3-May, 10-May, 17-May, 24-May, 31-May

Project Budget Projection Report

A. Intended Use

    a. This report gives a financial picture of the project. It indicates where/how the expenditures are being utilized as well as future expenditures. This report should be provided to the Executive Sponsors by the Project Director.

B. Frequency

    a. Monthly in the beginning of the project

    b. Weekly towards the completion of the project

    c. Depending on risks, issues etc., frequency could change

C. Audience

    a. Executive Sponsors

    b. Business Owners

    c. Executive Directors

Major Project Budget Projection Template (graphic)

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
			Total	Balance	Mon/Yr	Mon/Yr	Mon/Yr	Mon/Yr	Mon/Yr	Mon/Yr	Mon/Yr	Mon/Yr	Mon/Yr	Mon/Yr	Mon/Yr	Mon/Yr	YTD TOTALS
3	Project Name		$0	$0													
4																	
5	Professional Services																
6					$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
7					$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
8					$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
9					$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
10																	
11	Infrastructure																
12					$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
13					$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
14					$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
15					$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
16																	
17	Software																
18					$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
19					$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
20					$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
21					$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
22																	
23	Training																
24					$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
25					$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
26					$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
27					$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
28																	
29																	
30																	
31																	
32	Project Totals:				$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

Total Budget → $0

Balance Remaining → $0

Major Project Budget Projects – S A M P L E (graphic)

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
			Total	Balance	Apr'03	May'03	Jun'03	Jul'03	Aug '03	Sep '03	Oct '03	Nov'03	Dec'03	Jan'04	Feb'04	Mar'04	Apr'04	May'04	Jun'04	YTD Total
3	Project Name		2,000,000	829,030																0
4																				0
5	Professional Services																			0
6		Contractor			1,500	1,500	1,500	1,500	1,500											7,500
7		Contractor			5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	5,600	84,000
8		Contractor												26,000	26,000	26,000	26,000	26,000	26,000	156,000
9		Contractor									18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	18,000	162,000
10		Contractor									22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000	198,000
11																				0
12																				0
13																				0
14																				0
15																				0
16	Infrastructure																			0
17		Hardware												400,000						400,000
18		PCs						12,000												12,000
19		Additional Office Space									4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	36,000
20									1,720											1,720
21																				0
22	Software																			0
23		Licenses																		0
24																				0
25	Training																			0
26		15 Trainees							63,750											63,750
27		Travel costs (Training)							50,000											50,000
28	Project Totals				7,100	7,100	7,100	19,100	122,570	5,600	49,600	49,600	49,600	#####	75,600	75,600	75,600	75,600	75,600	1,170,970

Total Budget ⟶ $0

Balance Remaining ⟶ $0

Major Projects Executive Sponsor Issue Paper

A. Intended Use

   a. The issue paper template will be used to give details of issues needing Executive Sponsor/Stakeholder/Project Director resolution.

B. Frequency

   a. Depends on the Priority of the issue

      A. Critical – Project is on hold until resolved and/or significant financial ramifications present. Needs resolution immediately.

      B. High – Critical task timelines are in jeopardy and/or significant financial ramifications present. Needs resolution within one month.

      C. Medium – Project timelines not in jeopardy at this time. No financial ramifications. Needs resolution within one to three months.

      D. Low – Project timelines not in jeopardy, no financial ramifications. Needs resolution within 6 months or more.

      E. Monthly in the beginning of the project

   b. Depending on risks, issues etc., frequency is subject to change

C. Audience

   a. Executive Sponsors

   b. Business Owners

   c. Project Director

Major Project Issue Paper Template

Major Project Issue Paper
Project Name:
Initiated By:	*Status*: *Priority*:
Assigned To:	*Resolved By*:
	Date Resolved:
Functional/Technical Area:
Issue Statement:
Current Policy and Procedure:
Alternate Solution(s): *1. Statement*: *Pros*: *Cons:* *2. Statement*: *Pros*: *Cons:*
Proposed Solution
Recommendation:

NOTE: <u>Status selections</u>:   **<u>Prioritiy Selections</u>:**

    Open   Critical

    Closed   High

                  Low

Major Project Issue Paper Template – S A M P L E

Major Project Issue Paper

Project Name: PHRST Upgrade

Initiated By: Christine daCosta	**Status:** Closed **Priority**: Medium
Assigned To: Christine daCosta	**Resolved By**: Ruby Katcher
	Date Resolved: 10/3/2003

Functional/Technical Area: Payroll Functional Area

Issue Statement: Request to have the emplid as default key on search records to payroll pages. Users would like to have the search record default to the emplid rather than company when opening payroll pages.

Current Policy and Procedure: Currently users must tab or click on the emplid field. The current default is company. This is an item that one of our users asked about in 7.51 and was told maybe in the next upgrade prior to the state realizing the importance of minimizing modifications.

Alternate Solution(s):

1. Statement: Leave the default field as is.

Pros:

- No modification required
- Currently how users enter the search criteria
- Currently covered in training

Cons:

- An extra stroke is required to move the mouse and click on the emplid field

2. Statement: Make a modification to change the default field to emplid.

Pros:

- Minimal modification to the search record
- Enhanced customer satisfaction for the end user

Cons:

- May be impact on other views of records that may use this same search record in other areas
- Modification to the vanilla delivery

Proposed Solution: In staying with the French Vanilla initiative it is recommended to pursue *Alternative #1.* Wanted to bring this to the attention of the ERP Executive Sponsors even though the modification would be small because of the positive response from end users, that would be realized if the modification was realized.

Recommendation: Alternative #1 – Leave the default field as delivered

NOTE: <u>Status selections:</u>   **<u>Prioritiy Selections</u>:**

    Open   Critical

    Closed   High

                                       Low