
State of Florida Delivers Department-Wide Migration Project on Time and Within Budget

Keane Establishes Project Management Culture for State Agency, Reducing Costs and Delivery Times

Abstract

As the State of Florida Department of Environmental Protection (DEP) undertook a complex technology migration project through its Bureau of Information Systems (BIS), it needed to develop a rigorous project management infrastructure to keep the project on the right track. Keane developed and conducted a Project Management Program, applying best practices for transforming BIS's project management culture. By partnering with Keane, BIS has achieved operational process improvements that enable significant productivity increases and efficiencies, while ensuring consistent on-time, high-quality delivery. Most importantly, BIS maintains the best practices to extend this success record to future Department initiatives.

Client

The State of Florida's Department of Environmental Protection (DEP) is the largest state agency for environmental management and stewardship with 3,500 employees. The Department administers regulatory programs and issues permits for air, water, and waste management. It also oversees Florida Forever, the State's land and water conservation program, and manages the Florida Park Service. In addition, the Department is a partner with the South Florida Water Management District and the federal government for managing the \$7.8 billion plan to restore the Everglades — the largest water restoration project in history. The Bureau of Information Systems (BIS) serves as the backbone of the DEP by providing the information technology infrastructure and support necessary for daily operations.

“By leveraging Keane's Project Management Program, the Bureau of Information Systems was able to reduce project time and costs, which is a crucial success factor when working under state-mandated budgets and expectations.”

R. John Willmott, Chief Information Officer, State of Florida Department of Environmental Protection, Bureau of Information Systems

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Challenge

As BIS prepared to undertake a large migration and implementation project for the entire DEP application portfolio, the organization realized that it needed to implement rigorous project management disciplines to efficiently run all projects. Adopting a project management approach was vital to ensuring that the initiative was completed on time and within budget. However, the Bureau lacked experienced project managers and a methodology for ensuring that project teams followed the stringent project management disciplines required for success. BIS, therefore, partnered with Keane to leverage its industry-leading Project Management solution.

Solution

To increase the Bureau's project management effectiveness, the Keane team delivered a Program Management Program tailored to BIS's unique environment. This three-phased program was built from the principles behind Keane's premier Productivity Management approach. Specifically, the program included.

Phase One

The program commenced with project management training and mentoring for all potential project managers. This phase focused on introducing Keane's Productivity Management principles, Project Estimating and Risk Management (PERM) practices, and the Microsoft Project application. The Keane

team also helped create the BIS Project Management Guidebook (BPMG) in this phase.

Phase Two

Keane established a Program Management Office (PMO) and ongoing project management support. Keane's Program Management Office provides project management assistance to project leaders and management in BIS's organization. This structure continues to help BIS achieve quality project deliverables that meet planned schedules, budgets, and functions.

Phase Three

Keane is providing ongoing promotion and support of the project management culture at BIS. All project management tools and the BIS project management guide were compiled in the Project Management Toolkit, including forms and templates, project management-training aids, and project archives. The program provided BIS with reusable project management tools necessary for project management guidance and infrastructure. Keane successfully implemented a project management discipline at BIS, therefore, improving its organizational productivity and quality.

Benefits

Through Keane's Project Management Program, BIS developed a project management methodology that significantly improved processes and organizational discipline, translating into consistent on-time and within-budget

Keane's Six Principles of Productivity Management

- » Define the Job in Detail
 - » Get the Right People Involved
 - » Estimate the Time and Costs
 - » Break the Job Down Using the 80-Hour Rule
 - » Establish a Change Procedure
 - » Agree on Acceptance Criteria
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delivery. In addition, BIS achieved the following business benefits:

- » Superior planning for existing projects, which reduces re-work time
 - » Highly skilled in-house project management staff that enables BIS to efficiently manage all types of projects
 - » Staff productivity improvements that translate to high quality and efficient results
- » Improved ability to communicate with customers and manage their expectations, contributing to higher customer satisfaction
 - » Standard processes across the organization, which enable consistent project management
 - » Ability to analyze and report project status, creating visibility and ongoing improvements during projects areas

About Keane

Keane is an IT services firm headquartered in the US with more than 12,000 professionals worldwide. For 45 years, Keane has been an Application Services specialist with distinguished project management credentials. Today, we offer a flagship suite of Application Services, as well as Infrastructure and Business Process Outsourcing solutions delivered through onsite, nearshore, and offshore resources. Visit www.keane.com to learn how our projects, managed services, and outsourcing engagements deliver value for a range of businesses and government agencies.

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