



ECOMMUNITY STRATEGIES PROGRAM MANAGEMENT CONSULTING SERVICES

ConnectKentucky is leading the way into a new economy for the Commonwealth. As a collaboration of private and public entities, ConnectKentucky is uniquely positioned to facilitate technology-based economic development. We are able to encourage the increased adoption of technology across the entire Commonwealth in a way that is beneficial to businesses, public institutions and households. ConnectKentucky is an established and trusted presence in each of Kentucky's 120 counties and can effectively help organizations and businesses incorporate technology in a way that furthers their missions and bottom lines. Given that technology is an essential component in all facets of the workplace, business strategy and technology strategy are now one in the same.

Program Assessment And Strategic Planning Methodology

Business Strategy is about making a set of complex, interrelated choices that enable an organization to compete effectively both today and in the future. One singular factor affects strategic choices for all industries in today's economy - the rapidly expanding role that information technology plays in determining competitive advantage. The key to achieving competitive success in today's economy is the integration of business and technology strategy efforts into one seamless approach focused on speed to market and precise execution.

People, process and technology are critical components to implementing strategy, and each one is essential. Without a balanced focus on all three, an organization will not succeed in realizing its strategic goals. The chart below provides an overview of the areas that ConnectKentucky's assessment and planning methodology generally encompass.

CONNECTKENTUCKY'S ASSESSMENT & PLANNING METHODOLOGY

Stage	Strategy	Performance	Culture	Organization	Competency
Business Diagnosis	Understand strategic context & intent	Understand strategic, financial, & operational performance	Investigate misalignment, agility, strengths & opportunities	Investigate misalignment, agility, strengths & opportunities	Investigate misalignment, agility, strengths & opportunities
Strategic Direction <i>(Corporate and Division Level)</i>	Strategic vision & mission Value proposition Core competencies	Financial & Strategic goals Key performance indicators	Values/culture Identification of capabilities required for success	Business - structural design - reporting structure - compensation structure Identification of capabilities required for success	Identification of capabilities required for success
Operating Strategy	Operating principles & structures Sourcing Key capabilities	Operating objectives, measures, & targets.	Guiding principles Key behaviors and values	Guiding principles High level and key organization structures	Guiding principles Key organizational competencies
Business Architecture	Business capabilities Business practices	Performance targets by capability	Values, behavioral paradigms, interaction, and practices	Organizational units and size Management layers Reporting relationships	Competency clusters by role

Program Management is a key to successful assessment and planning. ConnectKentucky practices responsibility and accountability for the coordinated management of multiple related projects directed toward strategic business and organizational objectives. These programs contain complex activities that may span functions, organizations, geographic regions and cultures. Program managers build credibility, establish rapport and maintain communication with stakeholders at multiple levels, including those external to the organization.

Program Managers define and initiate projects, and assign project managers to manage the cost, schedule, and performance of component projects, while working to ensure the ultimate success and acceptance of the program. Program managers maintain continuous alignment of program scope with strategic business objectives, and make recommendations to modify the program to enhance effectiveness toward the business result or strategic intent. Program managers are responsible for determining and coordinating the sharing of resources among their constituent projects to the overall benefit of the program.

Program Managers possess the knowledge and skills needed to be effective in both the project and business or government environments, and to make decisions that accomplish strategic objectives. In addition, the program manager has advanced skills in finance, cross-cultural awareness, leadership, communication, influence, negotiation and conflict resolution.

Project Management Services

ConnectKentucky has a history of being able to deliver the right resources at the right time to effectively manage large-scale projects. ConnectKentucky employs a variety of proven project management methodologies geared toward the specific demands of a given project. In general, the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK® Guide), an American National Standard (ANSI/PMI 99-001-2000) in combination with IBM's World Wide Management Method (WWPMM©) will be used, along with the best practices experience of the ConnectKentucky staff.

The specific elements of this methodology we employ are from GS-Method©.

- The three Critical Success Factors (CSF) for every project –
 - Schedule, Scope and Budget.
- Included within these critical success factors –
 - Planning, Communication, Coordination, Integration, Execution, Tracking, Budgeting, Control, Reporting and Quality Control.
- Examples of Project Management Work Products –
 - Project Definition
 - Work Breakdown Structure (WBS)
 - Risk Management Plan
 - Issue Log
- Examples of Technical Work Products –
 - Business Process Model
 - Logical Data Model
 - Usability Requirements (defined via use cases; critical to project scope)
- Project Management Office – each of the project management knowledge areas listed below from the PMI's PMBOK® Guide will be used, where applicable, for given projects.
- Project Manager – the project manager will direct project duties that include:
 - Facilitating the team process;
 - Collaborating with the team to create and execute the project plan;
 - Acting as the liaison between the sponsor/client and the team; and
 - Monitoring and reporting on the progress of the project.
- Steering Committee (SC) – the project manager will report directly to the project steering committee providing periodic status reporting and issue identification as determined by the SC.
- Project Sponsor (Champion) – the client will name the executive sponsor of the project who will act as the liaison between client management and the project manager.
- Software Tools for Managing the Project – these will include but not be limited to:
 - MS Project for project task, activity and resource tracking and reporting
 - MS Excel Spreadsheet for issue and budget tracking
 - MS PowerPoint for management team reporting

Change Management Services

The objective of Change Management is to ensure that standardized methods and procedures are used for efficient and prompt handling of all changes to controlled IT infrastructure, in order to minimize the number and impact of any related incidents upon service. Changes in IT infrastructure may arise reactively in response to problems or externally imposed requirements, e.g. legislative changes; or proactively from seeking imposed efficiency and effectiveness or to enable or reflect business initiatives; or from programs, projects or service improvement initiatives.

Project managers facilitate efficient and prompt handling of all changes, and maintain the proper balance between the need for change and the potential detrimental impact of change. It is important to have a process for managing change resulting in revising the project plan, when needed, to allow the project to stay focused

on satisfying the project objectives. These changes will be documented with a change request that lists the description, date requested, date approved, project impact and risk, and project sponsor approval. A corresponding change management log will be maintained throughout the project lifecycle.

The impact of change on people and an organizational culture cannot be underestimated. ConnectKentucky has a unique ability to facilitate change and to translate technology opportunities for a wide audience. Organizations and businesses of all stripes carry out their missions or execute their services in a culture that is evolving from a digital immigrant worldview to a digital native worldview. It is a cultural shift that must be successfully negotiated for any entity, public or private, to thrive.

Most organizations are led by digital immigrants that are managing more and more digital natives. This personnel issue is a microcosm of the larger cultural reality that all organizations face today. How do you successfully create an organization that fully understands, anticipates and plans for the continued shift of the pendulum from an analog to a digital world? ConnectKentucky is uniquely positioned to provide services that address both the technical and human side of change.

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ConnectKentucky: Accelerating Technology in the Commonwealth

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