

# PROJECT MANAGEMENT PLAN

for the

## Enterprise Search Project

Version 0.1



**Queensland Government**  
Department of **Emergency Services**  
**Business Support Services**

## Release Details

Table A shows the administrative details for the current release of this document:

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Authored by:	<i>Nina Meyers</i>
Agreed to by:	Alex Stefan Director, Information Services
(Approving Officer's Signature)	(Date)

## Update History

Table B shows the high level changes that have been made to each version of this document and who made them:

TABLE B				
Version	Issued	Sections	Modified by	Comments
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## Document Endorsement

The following table indicates the management endorsement of this document:

TABLE C			
Position	Name	Signature	Date

### Consultation History

The following table shows the consultation history for this document:

TABLE D			
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## **1. INTRODUCTION**

### **1.1 Brief Description of Project**

To implement the Microsoft Search Engine to facilitate searching of the Department of Emergency Services (DES) Portal Workspace and identified network drives.

### **1.2 Background**

In 2001, the e-Services Strategy was approved within DES. The e-Services Strategy sought to implement a departmental Portal which would allow access to information and systems for departmental staff. The DES Portal was implemented throughout the State and has become a significant business tool providing equity of access to a range of departmental services, including:

- access to corporate information, policies and procedures;
- access to web-based applications that are utilised by operational personnel;
- linkages to other Government and non-Government websites; and
- access to departmental phonebooks, news updates and calendars.

Since the implementation of the DES Portal, a number of issues in relation to the overall usability and capability of the DES Portal have been raised by key stakeholders. These included:

- the inability of DES staff to locate key material using the menu system and/or navigation of the DES Portal;
- the inability of DES staff to search and locate key material (including on network drives);
- the inability of the current search engine to search only sub-sections of the DES Portal;
- the need for further refinement of gateway and navigation concepts; and
- the number of clicks required to access material on the DES Portal.

In May 2006, DES engaged consultants from Impart and Peak Usability to undertake a Portal Capability Review to assess the overall usability and capability of the DES Portal in relation to the current and future needs of the department. The results of the DES Portal Capability Review confirmed a number of known weaknesses and identified additional functionality required by DES.

The replacement of the search facility with a more fully functioned facility was seen as critical. DES requires a search facility that allows users (both centrally and regionally) to search for and locate the same information. This facility must allow full-text searching, scoping of the search (to search a smaller area than the whole DES Portal), integration with a medical thesaurus (for searching medical and clinical content), integration with the Interwoven Content Management Solution (to allow searching of existing metadata repositories) and an enhanced user interface.

The following statistics resulted from the DES Portal Capability Review and illustrate the importance of a search facility that meets DES business requirements:

- 80.4% of DES survey respondents noted that the DES Portal was sometimes or always useful to them;
- 74% of respondents claimed they used the DES Portal at least three times per day;
- 53% of survey respondents were never (15.3%) or rarely (37.4%) satisfied with the ability to easily find what they were looking for;
- 61.8% were never (21.6%) or rarely (40.2%) satisfied with the time it took to locate information; and
- 52.3% of survey respondents were rarely (23.6%) or never (29.6%) satisfied with the DES Portal search function.

In addition, the following comments were yielded from users during the Review:

- Search engine yields too many irrelevant results or zero results;
- Search engine does not appear to search text of all pages and text content of all documents (e.g. PDFs, Word documents); and
- Poor metadata and keywords which does not accommodate searches for common words or phrases.

### **1.3 Scope of the Project**

This project seeks to:

- Define and document a design framework for the implementation and integration of the Microsoft Search Engine;
- Apply and validate the design framework through implementation within the DES environment;
- Apply the learnings from implementation activities to revise the design framework;
- Publish the design framework as a repeatable process for consumption by other Queensland Government Agencies.

The design framework will be aimed at implementing:

- “Out of the Box” functionality associated with the Microsoft Search Engine;
- Integration between the search engine and the departmental content management system;
- Integration with a thesaurus or keyword index;
- Integration with the Microsoft Desktop environment to enable searching of departmental network drives; and
- Customisation of the user interface.

Queensland Health are currently using the Commonwealth Department of Health and Aging Keyword Index to metadata tag all of their content. DES and Queensland Health share a number of integrated business processes such as pre-hospital care and patient transfers. DES are therefore keen to leverage the same Keyword Index should it meet the DES requirements.

This project is based around an internal facing service and will not extend to the Internet Sites. Smart Service Queensland are currently managing a project to identify a suitable search engine for Internet sites and DES will align with this product once identified.

## **1.4 Exclusion from Scope**

Project specific exclusions are documented in the Project Initiation Document (dated February 2008).

The Microsoft Search product was selected as part of another infrastructure project. Therefore, consideration of other products is not considered part of the scope of this project.

## **1.5 Terms of Reference**

There is no business case for this project, however a number of vision, scope and submission documents form the basis of approval for the project. These include the ICT Project Submission for Whole-of-Government Funding as approved by the Queensland Government Chief Information Office (QGCIO).

## **1.6 Objective of the Project**

The project objectives described below must be met in order to achieve the goals of the business:

- enhance user search experience;
- enhance DES Portal search functionality;
- provide enterprise search functionality;
- provide for search facility growth and improved performance; and
- implement improved search system administration and management.

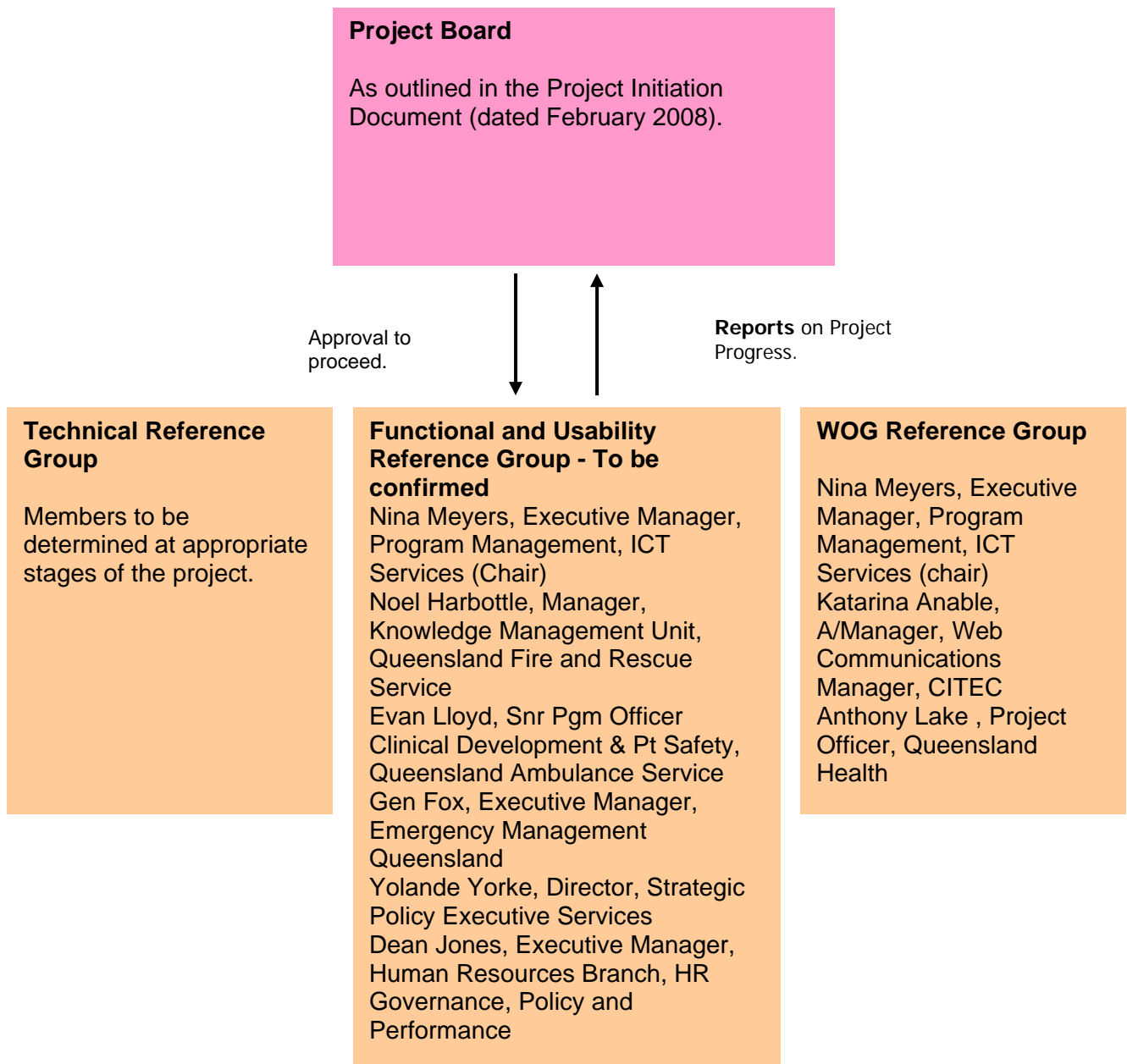
## **1.7 Assumptions**

- The Project Team will be provided with the necessary resources to undertake their duties.
- There will be prompt signoff of deliverables by the management and stakeholders. Dates drafted in the Gantt Chart cannot be guaranteed to be met if signoff of documents and issue resolution is not done within the time period allowed for.
- Project specific assumptions are documented in the Project Initiation Document (dated February 2008).

## 2. PROJECT ORGANISATION & RESPONSIBILITIES

### 2.1 Project Framework

In addition to the Technical Project Board described in the Project Initiation Document, the following structure will be implemented to oversee and ensure customer involvement in the functional and usability aspects of the project.



The Project Sponsor is Mr Alex Stefan, Director, ICT Services.

The Project Owner is Mrs Nina Meyers, Executive Manager, Program Management, ICT Services.

## **2.2 Roles and Responsibilities**

This section details the organisation of the project. In particular, it describes how the project will be structured to provide an accountability and responsibility framework that empowers those charged with making appropriate decisions to achieve project objectives.

The organisational structure of the project exists for the purpose of achieving the objectives defined for the project. That is, the creation of the deliverables on time, within budget, and to the necessary quality standards. Thus, the project organisation exists only for the duration of the project.

### **2.2.1 Project Sponsor/s**

- Ensures the organisation is provided with an optimal solution for the stated business objectives, and represents strategic business stakeholders of the project.
- Ensures project is appropriately resourced and managed in accordance with Corporate Governance requirements. Ensures that the project has a plan with deliverables documented, and that project deliverables are signed off by appropriate stakeholders.
- Ensures a Project Steering Committee is constituted of appropriate representatives, and that it meets periodically to monitor project status against an approved plan, timetable and budget. Ensure meetings have an agenda and minutes, and that action items are followed up as a matter of due process.
- Participate in all Project Steering Committee meetings
- Assist in the resolution of business-related issues
- Conduct regular project assessments, reviewing milestones, deliverables and quality
- Provide policy and business advice to the Steering Committee.
- Oversee and approve the development and implementation of policy and procedures
- Keep the Steering Committee Chairperson aware of the strategic direction of the business where there may be a direct impact on the system, notifying the Steering Committee immediately of all policy changes or business changes which will directly impact on the users of the system or its operation

### **2.2.2 Project Owner**

The Project Owner shall:

- Participate in all Project Control Group meetings
- Assist in the resolution of business-related issues
- Conduct regular project assessments, reviewing milestones, deliverables and quality
- Provide policy and business advice to the Steering Committee and attend steering committee meetings when required
- Oversee and approve the development and implementation of policy and procedures

- Provide the Project Team with information necessary for the continued successful operation of the system
- Keep the Steering Committee Chairperson aware of the strategic direction of the business where there may be a direct impact on the system, notifying the Steering Committee immediately of all policy changes or business changes which will directly impact on the users of the system or its operation
- Provide detailed Business Cases for change requests and ensure that desired change requests do not conflict with quality assurance, audit, financial and IS guidelines
- Assist the Steering Committee Chairperson with the negotiation and prioritisation of change requests, within budget and resource constraints

### **2.2.3 Functional and Usability Reference Group**

The **Functional and Usability Reference Group** will assume the following responsibilities:

- Liaise with the Project Co-ordinator on all matters affecting the business and/or system users
- Organise, in association with the Project Sponsor, client resources to assist with project activities (especially testing)
- Prepare and distribute reports and/or newsletters to the business and/or system users, being the contact point for communication between the project team and the rest of the organisation
- Liaise with the business stakeholders and facilitate discussion regarding functional needs of the system
- Gain the support of client and user groups for the project
- Ensure that effective training is provided to system users prior to handover and live operation of the application

### **2.2.4 Project Co-ordinator**

The Project Co-ordinator will assume the following responsibilities:

- Responsible for the co-ordination of DES tasks
- Facilitate access to DES resources for the vendor.
- Ensure that all work produced is of adequate quality and conforms to identified standards
- Produce progress reports for Executive Management.
- Identify and resolve any issues that will affect the outcome of the project including scope and design changes. Unresolved issues are escalated to the Project Board.
- Ensure that all design changes are transmitted, after approval to all parties involved in implementing the design
- Take advice from technical specialists and other third parties, where necessary to resolve design questions
- Report and control project progress and issues
- Produce project deliverables in accordance with Project Steering Committee direction and Corporate Governance requirements (eg: Business Proposal, Project Plan)

- Maintain a spreadsheet of costs and assist the Client in budgeting.
- Maintain a project schedule of project activities, resources and timeframes.
- Engage/procure project resources in accordance with the project plan.

### 2.2.5 Project Team

- Reports to Project Manager for project related items
- Carry out duties in accordance with project plan
- Liaise with Project Manager to update project schedule

## 3. PROJECT METHODOLOGIES

The Queensland Government Chief Information Office (QGCIO) has produced a Whole-of-Government project management methodology called the Program and Project Management Methodology (PPMM) which is based on the Prince2 methodology, and the PPMM is the DES adopted methodology that must be utilised on all ICT projects undertaken within DES.

## 4. PROJECT PLANNING

Information Services implemented the Project Management Software Product Artemis in July 2001 and this product consists of two “view” elements including Project View and Track View. Artemis is now the Project Management Tool for the tracking and management of Projects. Project View will be used to produce Gantt Charts and monitor progress and Track View will be used to record time staff spend on project tasks.

The Project Manager is responsible for reviewing progress against the project plan weekly. The Project Manager is responsible for considering and recommending options when deviations to the Project Plan are noticed.

All project resources will be required to track their time against the project plan using Artemis. This must be done on a weekly basis.

## 5. MAJOR MILESTONES

The table below provide indicative dates for the principle milestones. Due to changes to the identified product platform, additional tasks (second POC) and rescheduling of deliverables (Medical Thesaurus) a review of the schedule is required to produce milestones.

Milestone	Date	Status
Proposal sign off	31 <sup>st</sup> August 2007	Complete
Phase I Kick Off	14 <sup>th</sup> January 2008	Complete
Phase I Acceptance	1 <sup>st</sup> February 2008	In progress

Phase II Kick off	18 <sup>th</sup> February 2008	Scheduled
Microsoft Search Server 2008 Proof of Concept Complete	25 <sup>th</sup> February 2008	Scheduled
Medical Thesaurus Proof of Concept Complete	12 <sup>th</sup> March 2008	Scheduled
Development Complete	5 <sup>th</sup> May 2008	Scheduled
Installation and Configuration of Approved Search Platform Complete	24 <sup>th</sup> June 2008	Scheduled
Phase III Kick Off	30 <sup>th</sup> June 2008	Scheduled
Extended Functionality Complete	31 <sup>st</sup> July 2008	Scheduled
Phase IV Kick off	7 <sup>th</sup> August 2008	Scheduled
Project Closure Complete	13 <sup>th</sup> August 2008	Scheduled

## 6. BUDGET

The project has been broken down into the following phases:

### Getronics Contractor Costs:

Phase	Brief Description	Cost (ex GST)
<b>Planning:</b>	<ul style="list-style-type: none"> <li>* Project Initiation</li> <li>* Review/develop functional specifications</li> <li>* Review/develop technical specifications</li> <li>* Define/develop Service Level Agreements</li> </ul>	\$40,000
<b>Baseline Functionality and Operational Pilot:</b>	<ul style="list-style-type: none"> <li>* Base Search Engine installation and configuration</li> <li>* Customised User Interface</li> <li>* Integration with Interwoven to search metadata repositories</li> <li>* Deployment to production</li> </ul>	\$221,160
<b>Extended Functionality:</b>	<ul style="list-style-type: none"> <li>* Search Engine tuning</li> <li>* Development of business requirements (medical thesaurus)</li> <li>* Identification of medical thesaurus</li> <li>* Integration with medical thesaurus</li> </ul>	\$182,590
<b>Project Closure/Review</b>		\$0
<b>TOTAL</b>		\$443,750

*The Proposal drafted by Getronics is attached and details the costs of the phases.*

In addition to the engagement of an industry partner, DES is seeking to appoint additional staff to form the DES Project Team:

Resource	Brief Duties	Cost (ex GST) including 20% oncost
<b>Project Co-ordinator (AO6 FTE) – 4 weeks (\$2779.50 per fortnight)</b>	Project co-ordination	\$6,670.80
<b>Developer (AO5 FTE) – 6</b>	Assist development team, provide	\$8,721.00

<b>weeks (\$2422.50 per fortnight)</b>	Interwoven technical skills, skills sharing, knowledge transfer.	
<b>Tester (AO4 FTE) – 4 weeks (\$2090.30 per fortnight)</b>	Develop test plans and cases, conduct systems testing, co-ordinate user test groups, facilitate user acceptance testing.	\$5,016.72
<b>Release Co-ordinator (AO5 FTE) – 1 week (\$2422.50 per fortnight)</b>	Change management, co-ordinate releases.	\$1,453.50
<b>Communications/Technical Writer (AO4 FTE) – 4 weeks (\$2090.30 per fortnight)</b>	Develop technical and user documentation.  Develop education and awareness kits.	\$5016.72
<b>TOTAL</b>		<b>\$26,878.74</b>

<b>Cost Element</b>	<b>Cost Centre</b>	<b>Cost Estimate</b>
Operating (Budget)	P4991723	\$470,628
Recurrent (Budget)	N/A	\$0

This project represents the services component involved in the implementation and integration of the Microsoft Enterprise Search product. Recurrent costs associated with implemented hardware and software have been covered under a linked infrastructure project.