

BIOGRAPHICAL INFORMATION

Byron Thibodeaux
Executive Director
Intergraph Corporation

Specific Responsibilities

Joined Intergraph Corporation in 1997. Responsible for directing the delivery activities for the InService Project suite and has the overall responsibility for all InService projects providing Outage Management and Work Force Management solutions.

Past Experience

Intergraph Corporation – Mapping and Geospatial Solutions

As Executive Director of the Customer Services Group, Mr. Thibodeaux is responsible for directing the delivery activities for the InService Project suite; he has the overall responsibility for all InService projects providing Outage Management and Work Force Management solutions. He is responsible for coordination and consistency of approach in the successful implementation of projects. He also provides consulting services to customers and Intergraph business affiliates.

Aether Systems

As a Director in the Customer Services Group, Mr. Thibodeaux was responsible for directing the activities of project managers; he had the overall responsibility for approximately 80 projects delivering Fire Records Management solutions. He was responsible for coordination and consistency of approach in the successful implementation of projects. He also provided consulting services to customers and Aether Systems business affiliates.

Intergraph Public Safety (IPS)

As an Executive Manager in the Customer Services Group, Mr. Thibodeaux was responsible for directing the activities of project managers; he had the overall responsibility for approximately 20 projects delivering Outage Management, Work Force Management, Computer Aided Dispatch Police Records Management, and Fire Records Management solutions. He was

responsible for coordination and consistency of approach in the successful implementation of projects. He also provided Project Management consulting services to customers and IPS business affiliates. His direct project experience includes the following.

- Fortaleza, Brazil. Mr. Thibodeaux served as the project manager consultant for the I/CAD Project.
- Florida Power Corporation. Mr. Thibodeaux served as the project manager for the Outage Management System (OMS) Project.
- City of Memphis, Tennessee. Mr. Thibodeaux served as the project manager for the I/CAD Project.
- City of Homewood, Alabama. Mr. Thibodeaux served as the project manager for the I/CAD, I/LEADS, and I/FRMS Project and Fire Records Systems.
- Shelby County, Alabama. Mr. Thibodeaux served as the project manager for the I/CAD and I/LEADS Project.
- Licking County, Ohio. Mr. Thibodeaux served as the project manager for the I/LEADS Project

Science Applications International Incorporated, Huntsville, Alabama

As a Project Management Consultant, Mr. Thibodeaux provided services to the Real Time Systems Group in areas of project management, proposal development, conceptual design, hardware procurement, and design implementation for Plant Monitoring, SCADA, and Security projects. Major projects included: the Duke Power Operator Aid Computer project replacing computer systems for seven Nuclear Units and three Simulators at three sites; the TVA Integrated Computer System Project providing turnkey design, procurement, and installation of a multi-unit plant monitoring system; and the Conoco Pipeline project providing a supervisory control system for the entire Conoco pipeline System in the U.S.

Entergy Operations, Russellville, Arkansas

As an Engineering Management Consultant, Mr. Thibodeaux assisted with major project assignments that were programmatic in nature. He was responsible for the development and implementation of programs aimed at prioritization and knowledgeable identification of assignment backlogs to manage engineering activity more effectively and efficiently.

Gulf States Utilities, St. Francisville, Louisiana

As Control Systems Supervisor, Mr. Thibodeaux directed the activities of a staff of engineers providing engineering support for startup, operation, and maintenance of River Bend Station.

Ethyl Corporation, Baton Rouge, Louisiana

As Maintenance Supervisor, Mr. Thibodeaux directed and planned the activities of the Electrical, Instrument, and Painting maintenance forces including supervision of construction activities.

Alabama Power Company

As an Engineer, Mr. Thibodeaux was responsible for initial startup of protection and control systems for generating plants and EHV substations.

Educational Information

Master of Science in Operations Management; University of Arkansas

Bachelor of Science in Electrical Engineering; Louisiana State University

Professional Memberships

Registered Professional Engineer - State of Louisiana #16822

Senior Reactor Operator License - River Bend Station #41390

Senior Member: IEEE

People Make the Difference – Staff for Project Success

Byron K Thibodeaux, Intergraph Corporation

Over the many years I have spent working, predominantly in the area of software solutions development and deployment, one of the most consistent factors in determining the success of highly complex and broad enterprise impacting projects is the selection of the project team. The very success or failure of such a project can hinge on the selection of a project team with attributes conducive to success. The technical skills and knowledge are just some of the factors to be considered. Often more important and unfortunately the areas most often overlooked are the non technical factors that should be considered. While many companies have some sort of project organization to manage projects, much of the project staffing will typically be drawn from other organizations in order to meet the wide variety of skills and experience base required. For this reason it is important to consider the factors outlined below when selecting project team members.

1. Corporate Culture Impacts

Typically the corporate culture has tremendous impact upon the size and makeup of project teams as well as how they view their role in the relationship with vendors. Just as individuals are influenced by their environments project teams tend to reflect the corporate attitudes as well. This is even true on a more microscopic level. Individuals will tend to reflect the attitudes of their originating organizations.

1.1. Autocratic vs. Committee

Corporate cultures run the spectrum from very autocratic to extremely committee oriented in their approach to management and decision making. It is generally best that the project team reflect the corporate culture in this regard, not to mention the natural inclination to do so. A management structure that tends to be autocratic in nature will typically not have patience with a project organization that relies heavily on committee consensus in their approach to decision making. By the same token, a management structure that is predisposed to heavy committee involvement will have a tendency to be skeptical of decisions reached in a more autocratic manner by the project management. Typically a mixture of these styles does not function well together in a project team.

1.2. Lean vs. Heavy

Another expression of corporate culture is the approach that is somewhat related to the management style preference discussed previously is how stakeholder representation is to be accomplished. While some companies favor a lean project organization with members expected to represent the interests of the various stakeholders even though they

may not originate from these organizations, others prefer designated representation from each organization as members of the project team. Project staffing chosen should be comfortable with the approach to be used.

1.3. Degree of Latitude

Are project members given wide degree of latitude in making decisions thus empowering them to make those decisions in the best interest of the corporation or are they merely charged with researching the alternatives for presentation to the corporation decision making process? How a corporation views the project team's responsibility with respect to this spectrum significantly influences the level of experience and abilities requisite in selecting staff for the project team.

1.4. Adversarial vs. Partnership Philosophy

The corporation's view of the relationship between themselves and the solution provider dramatically impacts the nature of the staff selected for the project team. Are vendors viewed as partners in technology and work practices advancement or predators primarily interested in maximizing profits and minimizing efforts? While either extreme is probably an oversimplification of an individual corporation's perspective, the corporation stance in this spectrum directly impacts expectations of the project team from that of complete team players to untrusting watchdogs to protect the corporate interest. In reality the project team should function somewhere within this spectrum wherein the corporation is comfortable with project team members generally reflecting the same general philosophy. However, wide diversity among project staff will be disruptive and should be avoided.

2. Responsibility and Accountability

It is essential that very clear lines of responsibility and accountability are established and enforced in order that complex projects have an opportunity to manage and control the work environment in which they exist. Otherwise the project team will be reduced to just reacting to many uncoordinated individual directives and never be able to establish a proactive approach to the solution deployment. While there are pros and cons to line managed project implementation staffing versus matrixed organization approaches, either approach can work if properly staffed and managed with clear direction, lines of authority and well defined accountability. Following are some areas to be aware of and to be on guard against when staffing project teams. Avoid selecting individuals with a propensity to contribute to these factors.

2.1. Multiple Reporting Considerations

Choose individuals who understand and are capable of accepting the fact that the established project organization will be responsible for the management of the project activities. While they may report to a line manager and even have other duties if not assigned full time to the project, they must be amenable to this concept. This is not to suggest that project team members should not represent their originating organizations and provide input from that perspective, but that activity must be within the context and within the guidelines established by the project. Individuals reporting to multiple organizations for the same tasks can only lead to confusion and in the worst case contradictory direction.

2.2. Priority Assignments

The establishment of priorities among tasks should be clear and straight forward. This can be even more problematic for individuals not completely allocated to the project. It is important that the project organization be allowed to establish the priorities for the portion of an individual's time that is allotted to the project. If that is not the case the tendency is for the project to get short changed or not achieve the desired results. Control over priority assignment is essential to the project organization's accomplishment of the desired results with the resources assigned and project staffing selections should be amenable.

2.3. Power Struggles

Nothing can be more detrimental to a project's success than internal power struggle. This can be motivated not only by individuals seeking power, but also by strong pressure from outside groups to have representatives to control project activities. For this reason it is important to have the goals and scope of the project well defined prior to commencement for the types of projects that have impact across the enterprise. The processes for change control and scope management need to be well established and adhered to or this area will become a battleground where the corporate compromises required to field an enterprise level software solution will be fought over and over again. It is imperative that everyone understands that the project is to be executed to achieve results that are in the corporation's best interest and the project team must buy in to this philosophy even though this may be in conflict with individual groups' best interest. The project should be staffed with personnel that do not use their position in the project to promote their originating groups self interest to the detriment of the overall project.

2.4. Conflicting Agendas

Related to the issue of power struggles is the issue of conflicting agendas. While quiet often a power struggle can be innocently occasioned by well meaning individuals, this is often caused by individuals who have a bias toward differing outcomes that is promoted in all their decisions or actions. This can be a result of individual bias or an inordinate sensitivity to a particular organization's desires. There is a difference between representing an organization's interests and trying to subvert the end result to supplant the project goals and scope with alternate goals and scope that favor one organization at the expense of the overall project outcome. Every organization has interests which may have to become secondary to the overall interest of the corporation in the deployment of enterprise level software solutions. Individuals chosen to staff the project should be able to operate within the project guidelines and scope while representing the interests of their originating organization.

3. User Community Considerations

Without a doubt one of the essential criteria for how positively a deployed solution will be viewed after the project is over is the adequacy of end user representation during the project. Due to the complexity and broad impact of the solution many decisions and compromises are typically involved in the course of the project. It is imperative that the end users feel that they had a voice in these decisions either through direct representation or by affirmed champions.

3.1. End Users

In order to achieve the benefits anticipated by any enterprise level solution it is imperative that the end users feel that their needs and desires were considered during project implementation. Usually the best way to accomplish this is to include some end users in the project team (usually as Subject Matter Experts). For the selection of these individuals to be effective, the individuals must be knowledgeable, respected by their peers, and capable of working in a team environment. Active involvement by such qualified end users' is the first step to acceptance.

3.2. End User Management

Although the end user management team may not directly use the software solution, the introduction of the new solution has direct impact on their ability to manage their organization and the attitudes and activities of their workforce. Representation from this sector of the end user community should not be neglected. The same considerations employed in selecting end user participation should be employed.

3.3. Data Users

There is an aspect of the deployment of most software solutions now that involves the collection of data that is either used real time or at some later point by others in the performance of their jobs. While these individuals may not be considered end users, their input is also vital to the overall success of the delivered solution. The solution should collect the information needed and provide it in a manner that is readily usable. Once again representation by knowledgeable, respected, team oriented individuals will be an asset to the success of the delivered solution.

3.4. Externally Interfaced Systems Owners

As the impact of these types of solutions becomes broader, the likelihood of interfaces to external systems increases. These interface points become key areas that really determine how much enterprise level benefit can be achieved. It is becoming more and more important that the delivered solutions not only solve problems or provide enhancements in isolated departments but also provide workflow and data capture improvements across the enterprise. Hence the inclusion of individuals who are knowledgeable of these external system workings and needs is very important to insure that the benefits can be maximized across the enterprise. As before, representation by knowledgeable, respected, team oriented individuals will be an asset to the success of the delivered solution.

3.5. Understanding of the Capabilities – Expectations

It is important that involved external departments are well versed on the capabilities and expectations of the new solution. This education is a key role of their project representatives. It is not enough that they merely represent the respective departments. They must act as ambassadors and educators for the new solution.

3.6. Change Management Impact

Effective change management is an essential part of successful deployment of any new solution. An understanding of not only what the new system(s) will do but also the impact upon the organizations is key to how the new solution will be perceived and accepted. It is important that the change management effort begin during the early stages of the project.

3.7. Set/Manage Expectations

It is definitely better to proactively set and manage expectations rather than to just allow them to develop. In a business climate no one likes surprises. Typically the more lead time individuals and organizations have the more likely a favorable reaction. A critical function of the project team is to plan and execute a program to establish the

expectations related to the final solution delivery as well as any interim steps. The unknown is usually feared; hence education is often the best aid to managing expectations. Project team representation should be selected with this facet in mind. As always individuals respected by their peers are usually the best individuals to accomplish this task.

3.8. Buy In

Obviously one of the ultimate goals of any project is to achieve wide spread buy in. The various user groups can be considered the project teams “customers”. In order for the project to be considered a success these “customers” must “sign off” on the delivered solution. The best way to achieve this is to get the various users involved early and create in them a sense of ownership. This means that the various user communities have to be involved in project decisions and feel that they have real input and impact into the process. In addition to functionality decisions, they will be acutely interested in roll out strategies and priority setting.

4. *Peripheral Users Influence*

Quite often a significant factor in the overall success of the delivered solution is the perception of peripheral users. Because these users can be wide spread throughout the organization, their opinions may actually receive more notice than the main users of the solution. For these reasons as well as the desire to maximize the return on what is usually a considerable investment in time and resources it is important that this broad community have adequate representation in the project team. That representation should be prepared to address the following issues in crafting delivered solution as well as being able to sell the solution to the respective user communities.

4.1. Quality of Data Input

It is imperative that the data that comes from external sources be accurate and appropriate for the use intended. For that reason it is important that individuals knowledgeable in the external sources and the use within the solution be part of the project team to insure that there is no data mismatch.

4.2. Reliability of Interfaced Data Sources

Since quite often the business processes that are supported by the project solution are required to have a high availability, the reliability of the external data sources must be considered. Knowledgeable individuals must be involved in the design of these interfaces in order to allow the solution to provide commensurate availability. The very best solution functionality can be rendered ineffectual if the input source data or output data to external systems is not available.

4.3. Flexibility in the Final Interface Solution

Almost without exception in the development of enterprise wide solutions there are some work process changes that must be employed. Most of these are generally process improvements that increase overall efficiency and quality. However there will be some changes that are necessary to interface the many different systems. The project team members need to have some flexibility in crafting the various interfaces in order to achieve the optimal results. The overall goal is to improve the corporate performance. In some instances compromises will be required in order to allow this goal to be achieved.

5. *Typical Project Team Composition*

Because of the complex nature of these types of projects and the broad effects throughout the organization the project team representation has a tendency to be rather broad. While the size of the company and other factors may impact the precise number of individuals and amount of time devoted to the project, the areas of expertise need to be represented in order to ensure that all these areas are considered. Some of the following are individuals that will be needed to support the software solution once deployed that should be considered as part of the project team. While these individuals may not be part of the core team they are certainly individuals who are necessary for the overall success of the deployed solution. A solution that can not be adequately supported will not be a successful solution no matter how much functionality it provides. For that reasons representatives for some of the following areas should be considered as part of the project team even though in some cases their participation may only be part time. Depending upon the nature of the software solution other representation may be appropriate as well.

5.1. Project Manager

The Project Manager will coordinate all activities on the Project. This person will provide the technical vision for the Project and assure that this is consistent with the overall corporate direction. The Project Manager will be responsible for communications with executives and coordinate any support requirements from the executive team.

5.2. System Administrator

The System Administrator will be responsible for working with the vendor to coordinate and support the installation and configuration of the project software. This person must be capable of managing the configurations of the system to

assure that the System does not have any mismatches of Software versions as well as provide day to day system management.

5.3. Database Administrator

The customer's Database Administrator is primarily responsible for the configuration of data base and maintaining the Project data in that environment. This person should be experienced with data base systems and all of the details surrounding the care and maintenance of this data. Specifically, this person will monitor database characteristics such as performance, fragmentation, size, etc

5.4. Application Analyst(s)

The Application Analyst typically comes from Information Technology (IT) department and has proficient in software programming. Experience with the programming languages and data base used by the software solution is extremely beneficial. This person(s) will be involved in the design phase of the project and will need to be the recipient an appropriate level of knowledge transfer during the course of the Project to acquire the necessary skills to maintain and support the system.

5.5. Network Administrator

The Network Administrator is primarily responsible for the configuration of the network and coordinating the system's inclusion in the corporate network environment. This person should be experienced with network equipment and all of the details surrounding the care and maintenance of the software solution in the corporate network.

5.6. Subject Matter Expert(s)

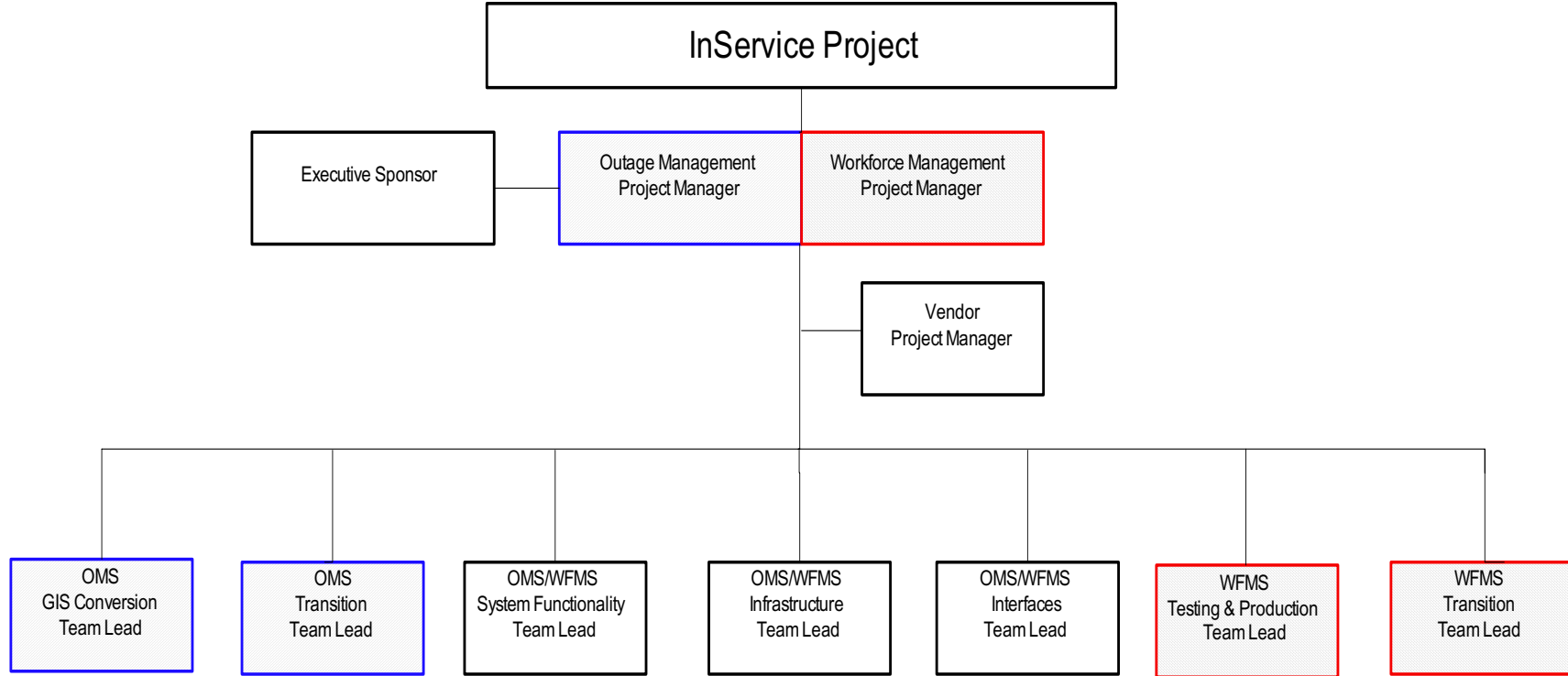
The Subject Matter Experts (SMEs) collect and verify all company specific data for the system for application in the software solution environment. These individuals will be used in the upfront define and design phases of the project and can also serve as system testers during the build and deliver phases of the project. SMEs can also be involved in end user training and serve as frontline support during the maintenance and support phases of the project. Because these people have been chosen to speak for their peers, they should be well respected and noted experts in their fields.

5.7. System Trainer(s)

With highly complex systems and corresponding investment it is imperative that personnel are educated in the complete capabilities. The System Trainer(s) becomes a system expert for on-going training of new personnel and refresher training as needed. Each supported group should have a designated trainer to support on-going user needs.

6. *Example Project Teams*

Because of the complex nature of these types of projects and the broad effects throughout the organization the project team representation has a tendency to be rather broad. While the size of the company and other factors may impact the precise number of individuals and amount of time devoted to the project, the areas of expertise needed to support the software solution once deployed should also be considered as part of the project team. While these individuals may not be part of the core team they are certainly individuals who are necessary for the overall success of the deployed solution. A solution that can not be adequately supported will not be a successful solution no matter how much functionality it provides. Examples of project staffing for some recent projects are depicted in the following charts.



- GIS data publish routine design
- Road map configuration
- Map maintenance
- Map usability (locates, queries, levels, views, etc.)

- Deployment
- Testing
- Training
- Process change management
- Documentation

- InService dispatch configuration
- I/mobile configuration
- Crew management setup
- Data collection
- Mobile mapping
- Develop supplemental forms
- Reporting
- System administration
- Database configuration and administration
- Security

- Network configuration
- HW/SW installation
- Radio network analysis/management
- MDT installation
- GPS installation

- I/Call (CIS,IVR,21st)
- I/Work (MIMS)
- I/MDT
- I/SCADA (Electric)
- I/Page
- I/Mail
- I/Callback
- I/Tracker (GPS)
- Emergency outage system

- Plan acceptance testing
- Work w/Integration to develop system test plan
- Plan system cutover
- Develop production support plan

- Coordinate training and documentation
- Plan MDT and workstation rollout
- Business process coordination
- Conversion of legacy users

