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**CERTIFIED PUBLIC MANAGER-PROJECT**

**SOUTH CAROLINA AUTOMATED  
DIRECTORY SYSTEM (SCADS)**

**ENHANCEMENT**

**S. C. STATE LIBRARY**

**AUG 18 2004**

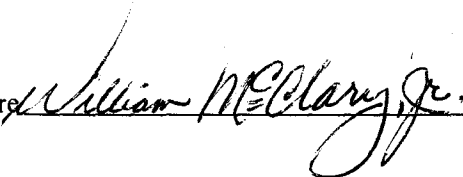
**STATE DOCUMENTS**

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Supervisor Signature



The SC Budget and Control Board, Office of Information Resources (OIR), has the responsibility to publish an annual S C Telephone Directory containing telephone numbers for each of the state agencies and institutions, their key offices and state employees. Compilation of this data is accomplished through coordinators representing each of the state agencies and institutions. The database containing this information is housed by OIR and updated through input received from the various coordinators. This information is also utilized by the state telephone operators as a source of information for responding to telephone inquiries from both the public and private sectors.

Before 1994, the directory database was housed on OIR's mainframe computer and was updated by the individual agencies and institutions once a year. During the year, the state operators maintained changes, as they learned of them, on paper lists.

In 1994, OIR developed the S C Automated Directory System (SCADS), a personal computer based system. Information contained on the previous computer mainframe was migrated to SCADS and the agency coordinators were furnished a disc copy of their agency's data. They were requested to update this information as necessary, return the disc copy to OIR who, in turn, would update the master database and forward a disc copy of the updated database back to the agency coordinator (see Attachment A). The information contained in this version of SCADS consisted primarily of name, agency or institution and telephone number (see Attachment C).

While the existing version of SCADS has served OIR's mission of providing timely and accurate information, we realize that this mission can be better fulfilled by modifying SCADS so that more information can be provided and in a more timely manner with greater efficiency (see Attachment B). We are, therefore, undertaking the project of expanding the data contained in SCADS and making it a real time, on line system. This will not only increase the efficiency of this process, but will fulfill another of OIR's missions -- to provide it's customers with the most up to date technology available.

The goals of this project will therefore be to, (1) to provide customers with the ability to maintain their respective data through a real time, on line system; (2) expand the data in SCADS so as to contain office numbers and, optionally, alternate telephone numbers, fax numbers, pager numbers, home telephone numbers, and e-mail addresses (see Attachment D); (3) to provide users with the ability to access SCADS data instantly; (4) to provide system security such that only authorized personnel have the capability to modify system data; and (5) to provide system security such that users have access only to authorized information.

Once implemented, the enhanced SCADS should allow customers the ability to update their respective data with increased frequency and efficiency, eliminating some times as much as four days in the exchange of data. It should also allow users (state personnel, state operators and the general public) immediate access through the Internet to a wider variety of information maintained in a more current fashion.

Improving the span of time in which current directory information is available to the telecommunications operators, state agencies and the general public has been a growing concern. Complaints have been made by customers in the past about the SCADS database not being up to date with the latest changes. This lack of accuracy has often resulted in callers being given wrong numbers by the telecommunications operators and others in the various agencies.

In addition, SCADS does not provide information other than office telephone numbers. Technology has now advanced to the point where several numbers and addresses are available through which someone can be contacted, i.e., fax, pagers, cell phones, e-mail, etc. We recognized the fact that SCADS has to be modified in order to keep up with this growing pace.

As a result, a team was formed to review the current process (see Attachment A) and determine where improvements could be made. The team concluded that the following table closely approximates the usual time taken to complete each step of the current process using the various types of update medium.

### **CURRENT PROCESSING TIME**

<b>PROCESS STEPS</b>	<b>DISTRIBUTION VIA DISC</b>	<b>DISTRIBUTION VIA E-MAIL</b>	<b>DISTRIBUTION VIA PAPER</b>
Customer forwards copy of database to OIR	2-3 days	½ day	2-3 days
OIR replaces old customer data with new	½ day	¼ day	1 day
OIR forwards copy of database to customer	2-3 days	¼ day	2-3 days
Customer updates database	½ day	½ day	NA
Total Time	5 – 7 days	1 ½ days	5 – 7 days

The team then concluded that improvements could be made by redesigning SCADS to make it on line, real time. It determined that, in doing so, all of the time currently being taken to transmit data between the coordinators and OIR could be eliminated by giving the coordinators direct access to the database through the Internet (see Attachment B).

The team also concluded that both state government and the general public could be better served by adding the capability for SCADS to provide more information than just individual office telephone numbers. They determined that SCADS should also give the coordinators the ability to add alternate fax, pager, cell and home phone numbers as well as e-mail addresses on an optional basis.

They also determined that each of these listings should be coded by the coordinators as to a level of security. The team felt that the security indicators currently being utilized should be sufficient. They are:

1 = Publish (OK to publish and give out upon request).

2 = Non Published (OK to give out upon request, but NOT to publish).

3 = Unlisted (NOT to be published or given out – available for emergency use only).

The issue of access security was then addressed. The team agreed that the OIR SCADS Administrator and his/her immediate supervisor should have global access with full update capabilities; that the agency coordinators should have access with full update capabilities for their agency only; that the telephone operators should have access to the entire database, but without update

capabilities; and that anyone else should have access to all information which could be published (Security Code of 1).

The team felt that with these changes to SCADS, the goals originally set would be met. These requirements were then forwarded to the appropriate function for implementation.

The team felt that in order to effectively implement the new SCADS, certain steps would be critical to the success of the project. In addition to the development of the new record layout and the EDP program design, would be a thorough test of the new system; a presentation to management for their review and approval; the development of a formal policy and procedure detailing the mechanics for maintaining the new system; training of the users who would be responsible for administering the system; and a thorough follow up with those users to ensure that the system and the procedures are working as expected. These implementation requirements were detailed in an implementation plan reflecting responsibilities, expected start and end dates, and the status of each (see Attachment E). The progress of this implementation plan would be reviewed periodically by the team, updated with the status of each item and modified as may be appropriate.

The team feels strongly about evaluation of the project to ensure that the goals are met. As a result, a two-pronged approach will be undertaken to ensure customer satisfaction. One, all reported customer problems and resolutions will be recorded once the new system is implemented. The problems will be

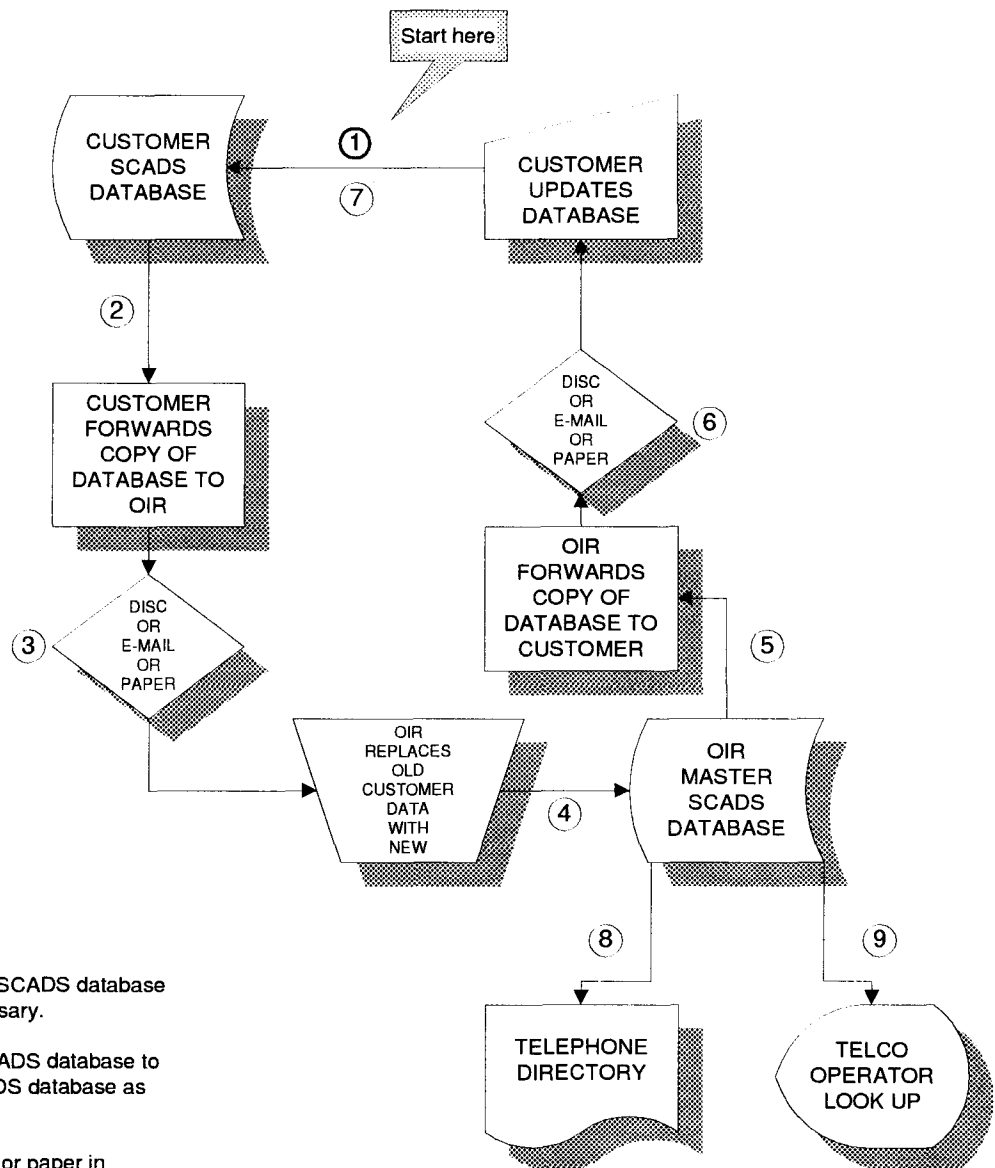
categorized as to type and source, the cause of each evaluated and the resolutions reviewed to ensure uniformity.

The second evaluation technique to be applied will be a customer survey (see Attachment F). The survey form will be sent out to all customers asking for their opinions about the new system. The survey form will also be placed on the Internet along with SCADS and a statement requesting that users provide a response.

After a reasonable length of time, the responses will be gathered and summarized. The team will then review the survey results to ensure that the goals of the project have been met. Any reported shortcomings and suggestions will be evaluated as to possible system and/or procedure changes necessary and reviewed with management. The team also feels that a similar survey should be conducted annually from that point to ensure continued customer service.

The anticipated success of this project will have enhanced two of OIR's strategic goals – providing customers with timely and accurate information and providing customers with up to date technology. Both of these support our primary vision of providing customer service.

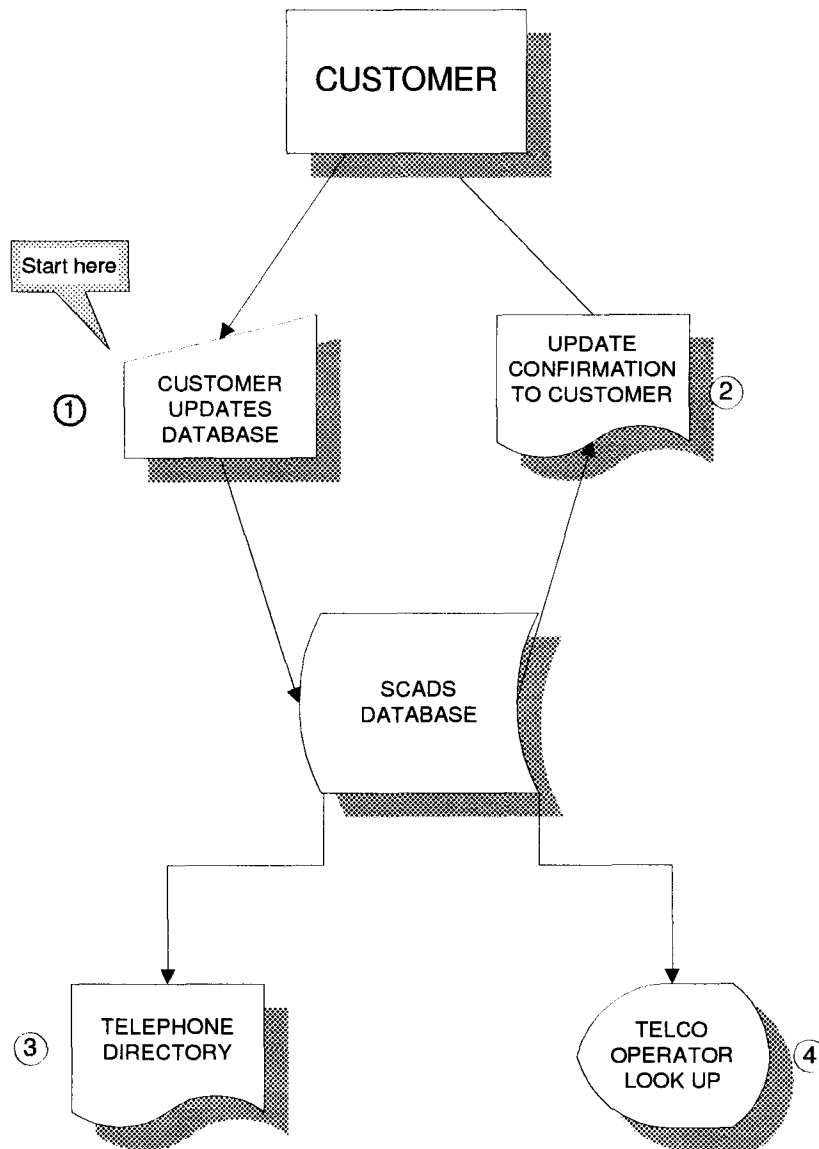
# SCADS PROCESS CURRENT STATE



1. Customer updates their copy of the SCADS database for their agency with changes as necessary.
2. Customer forwards copy of their SCADS database to OIR for update to the master OIR SCADS database as necessary.
3. Customer has choice of disc, e-mail or paper in forwarding their SCADS database to OIR.
4. OIR replaces/amends agency's portion of master SCADS database as updates received.
5. OIR forwards copy of agency's portion of updated master SCADS database to customer.
6. OIR forwards updated database in same fashion as received from customer, disc or e-mail or paper.
7. Customer updates their copy of the SCADS database for their agency with copy of master SCADS database.
8. OIR master SCADS database used as input to the annual State Telephone Directory.
9. OIR master SCADS database used as look up tool for State telephone operators.



# SCADS PROCESS PROPOSED



1. Customer logs on to SCADS database through internet access and updates data as necessary.

2. As of the close of each business day, SCADS forwards to customer a confirmation of all database changes made for validation.

3. OIR SCADS database used as input to the annual State Telephone Directory.

4. OIR SCADS database used as look up tool for State telephone operators.

# SCADS DATABASE CURRENT FORMAT

Attachment C

## CLASSIFIED LISTINGS

AGENCY NAME

AGENCY ADDRESS

### TYPE OF LISTING

HEADING

SUB HEADING

STANDARD

## ALPHABETICAL LISTINGS

AGENCY NAME

LAST NAME

SUFFIX

FIRST NAME

MIDDLE INITIAL

TEL NUMBER

TYPE OF LISTING

PUBLISH

Check One:

NON PUBLISH

UNLISTED

# SCADS DATABASE PROPOSED FORMAT

## CLASSIFIED LISTINGS

AGENCY NAME

AGENCY ADDRESS

**AND**

### TYPE OF LISTING

HEADING

SUB HEADING

**OR**

STANDARD

# SCADS DATABASE PROPOSED FORMAT (Continued)

## ALPHABETICAL LISTINGS

AGENCY NAME *	<input type="text" value="XYZ Agency"/>		
LAST NAME *	<input type="text" value="Doe"/>		
FIRST NAME *	<input type="text" value="John"/>		
OFFICE NUMBER *	<input type="text" value="803-123-4567"/>	SECURITY *	<input type="text" value="1"/>
ALT OFFICE NUMBER	<input type="text" value="803-123-7654"/>	SECURITY	<input type="text" value="2"/>
FAX NUMBER	<input type="text" value="803-123-9876"/>	SECURITY	<input type="text" value="1"/>
PAGER NUMBER	<input type="text" value="803-123-6789"/>	SECURITY	<input type="text" value="1"/>
E-MAIL ADDRESS	<input type="text" value="jdoe@xyz.sc.state.us"/>	SECURITY	<input type="text" value="1"/>
HOME NUMBER	<input type="text" value="803-123-4321"/>	SECURITY	<input type="text" value="3"/>

**SECURITY CODES:**  
1 = OK to publish and give out  
2 = OK to give out, not to  
publish  
3 = NOT OK to publish or give  
out - available for emergency use  
only

**SOUTH CAROLINA AUTOMATED  
DIRECTORY SYSTEM (SCADS) ENHANCEMENT  
IMPLEMENTATION PLAN**

<b>TASK</b>	<b>RESPONSIBILITY</b>	<b>START DATE</b>	<b>END DATE</b>	<b>STATUS</b>
Develop layout of new SCADS database records	SCADS Team	Sep-99	Sep-99	Complete
Develop new SCADS database, EDP programs and reports and link to Internet	OIR Applications	Sep-99	Feb-00	Working
Inport data from old SCADS to new SCADS	OIR Applications	Feb-00	Feb-00	Open
Test new SCADS system	SCADS Team	Feb-00	Mar-00	Open
Present new SCADS system to management for review and approval	SCADS Team/Management	Mar-00	Mar-00	Open
Develop policy and procedure for maintaining new SCADS	SCADS Team	Apr-00	Apr-00	Open
Set up classes and train customers on new policy and procedure	SCADS Team	May-00	Jun-00	Open
Begin using new SCADS	Customers	Jun-00	NA	Open
Record customer problems and resolutions	SCADS Team	Jun-00	Jul-00	Open
Conduct customer survey to determine satisfaction, problems and recommendations	SCADS Team	Jul-00	Jul-00	Open
Evaluate survey and make appropriate changes to SCADS	SCADS Team	Aug-00	Oct-00	Open

## SOUTH CAROLINA AUTOMATED DIRECTORY SYSTEM (SCADS)

### *SURVEY*

Dear Customer:

January 1, 20XX

As you are aware, we recently enhanced the South Carolina Automated Directory System (SCADS) to provide you with real time, on line capability, to expand the amount of data possible for the system to contain and to provide for greater security. All of this has come about as a result of input we have received from our customers over the years.

We would now like to find out just how successful we were in meeting your needs and expectations. If you would please take a few moments to answer a few questions and give us some recommendations, it would be greatly appreciated. Enclosed you will find a self-addressed envelope for returning the survey to us. Thank you for your time and should you have any questions, please give us a call at 803-555-1234.

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1. Do you physically maintain the SCADS database for your organization?  Yes;  No

If you answered "NO", please skip to question 4.

2. How often do you generally update SCADS?

Rarely ever;  Occasionally;  Frequently;  Almost every day;  Daily

3. How would you rate the ease of entering data? Easy 1...2...3...4...5 Hard

4. How would you rate the ease of locating data? Easy 1...2...3...4...5 Hard

5. What do you like least about the new version of SCADS?

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6. What do you like most about the new version of SCADS?

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7. Any comments and/or recommendations?

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The following information is strictly voluntary, but it would help us to know who you are so that we might follow up on any suggestions or comments you might have.

Name \_\_\_\_\_ Agency \_\_\_\_\_ Date \_\_\_\_\_