



# Measures of Project Success

Montana Government  
Information Technology Conference

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COPLAN AND COMPANY

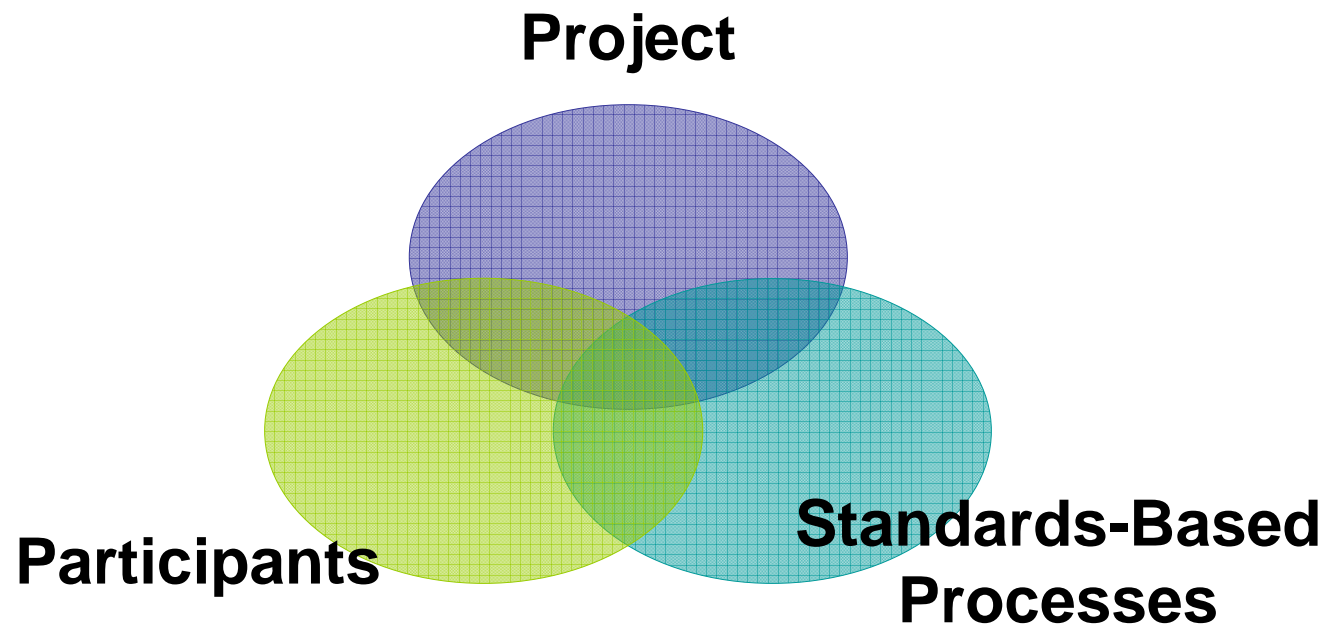
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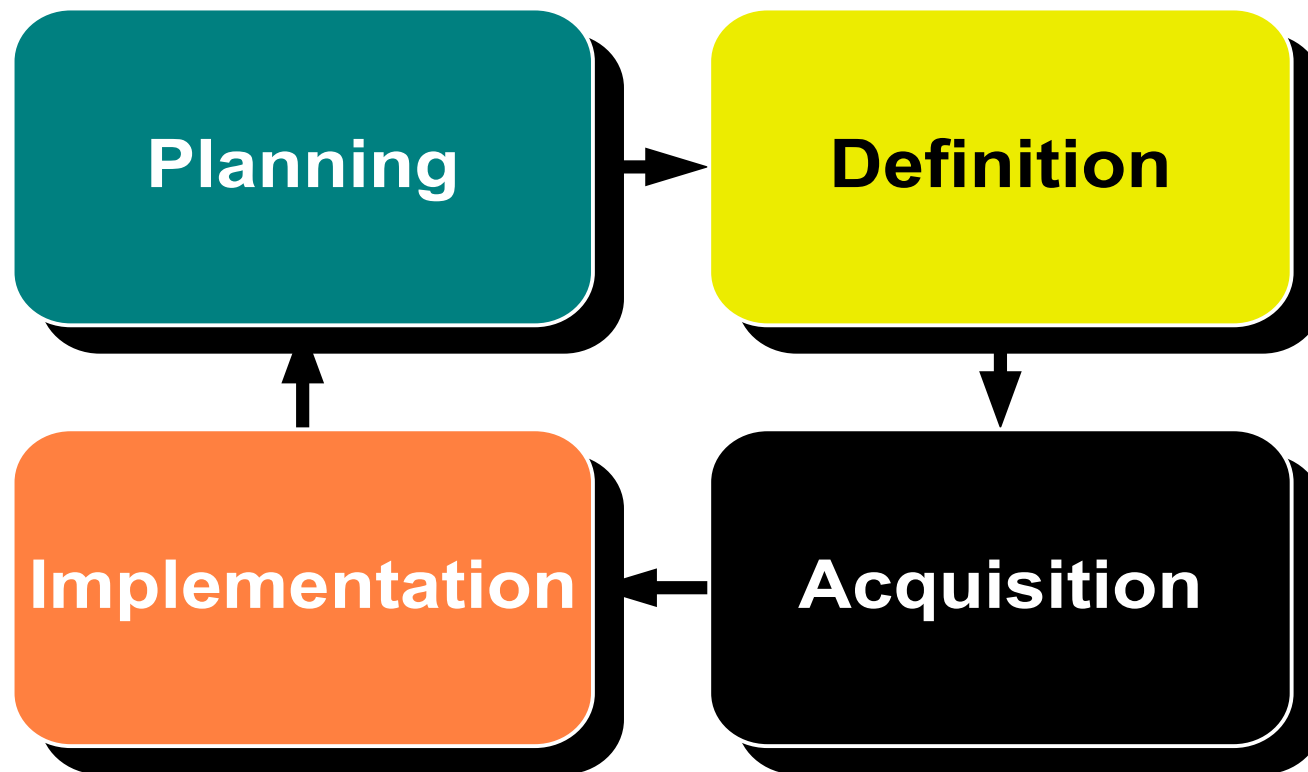


# Foundation for Success

# Project Components



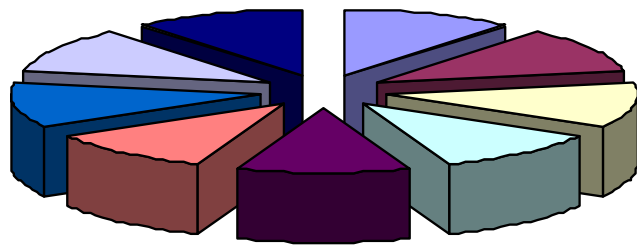
# Project Phases



## Standards

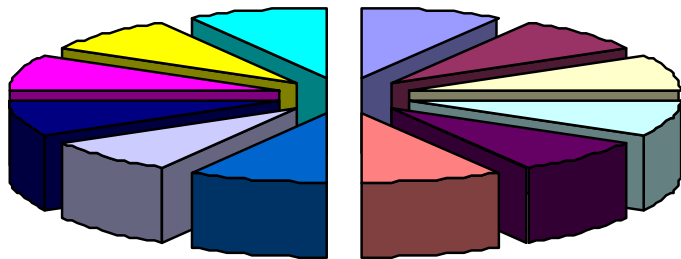
- Project Management Institute (PMI)
- Capability Maturity Model Integration (CMMI)
- Institute of Electrical and Electronics Engineers (IEEE)
- Six Sigma

# Management Processes



- Project Start-Up
- Work Plan
- Control Plan
- Risk Management
- Quality Management
- Problem Resolution
- Subcontractor Management
- Verification and Validation
- Closeout/Acceptance

# Technical Processes

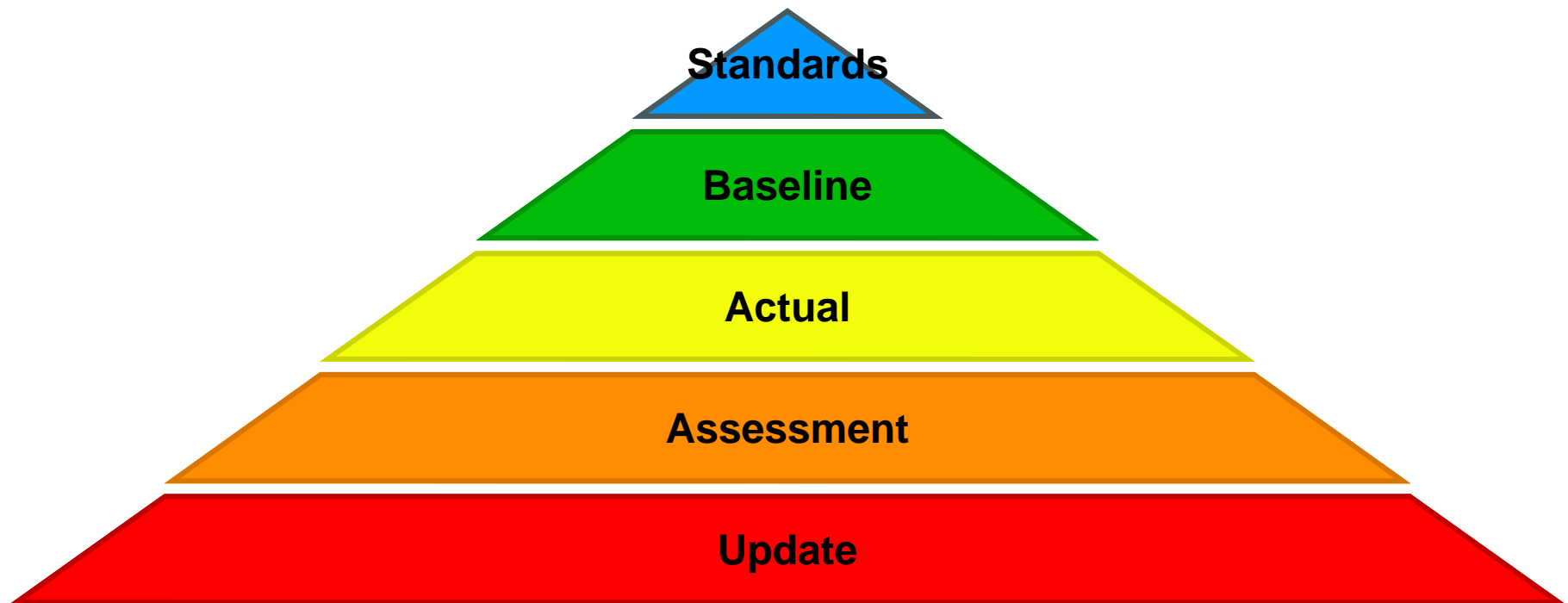


- Infrastructure Plan
- Configuration Management
- Documentation Plan
- Software Preparation
- Safety, Privacy and Security
- Facility Preparation
- Software/Equipment Installation
- Training
- Integration
- Conversion
- Go-Live

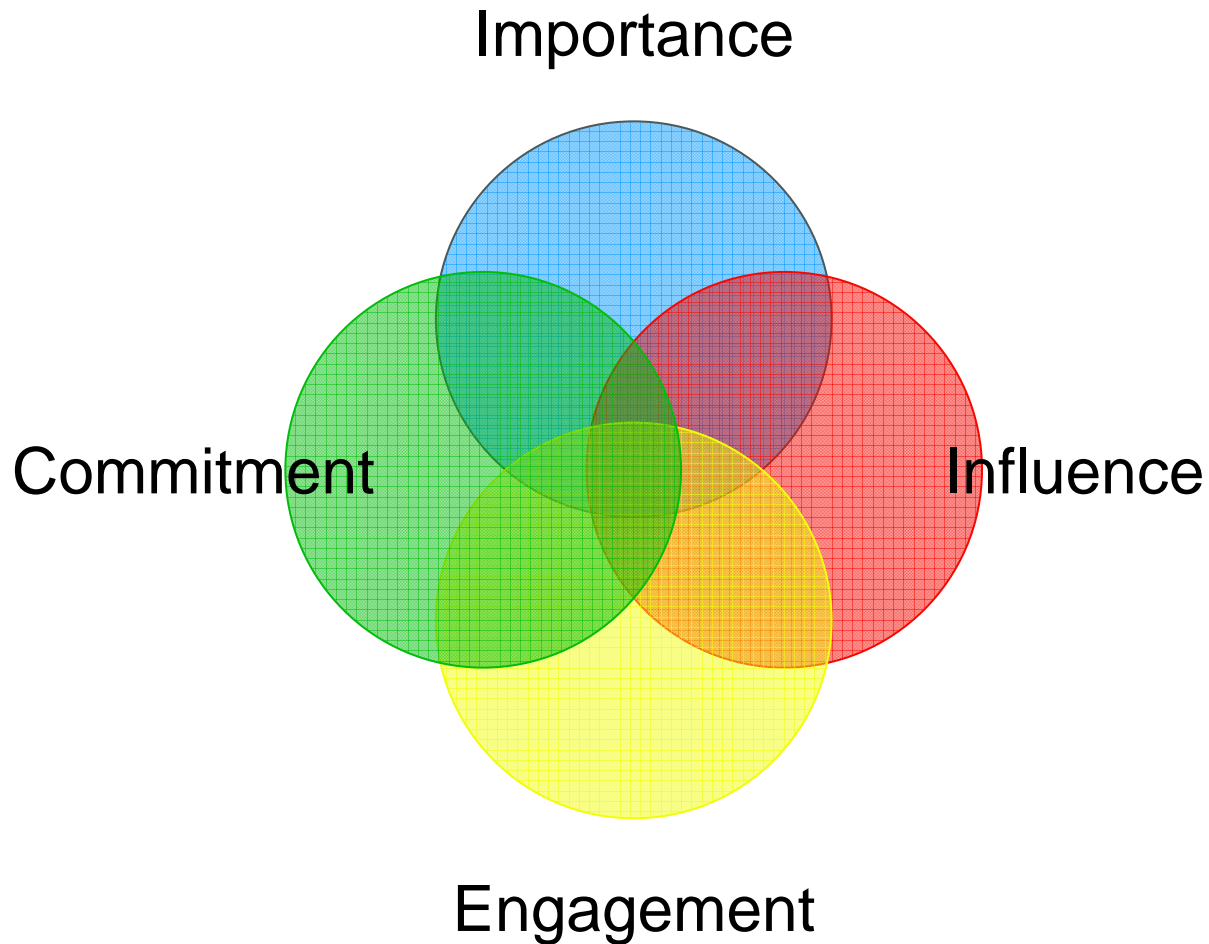
## Formality of Standards

- Dependencies
  - Scope
  - Complexity
- Example (Risk Management Plan)
  - Risk Identification
  - Risk Evaluation
  - Risk Mitigation
  - Risk Monitoring

# Application of Standards



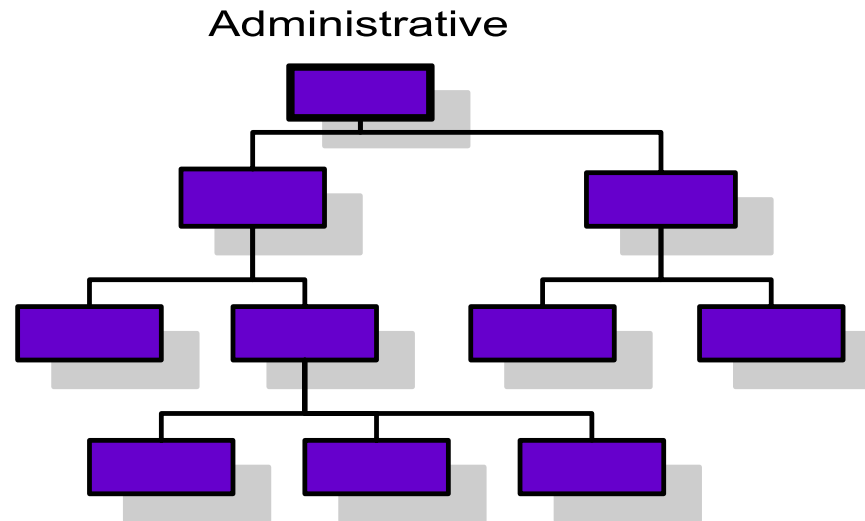
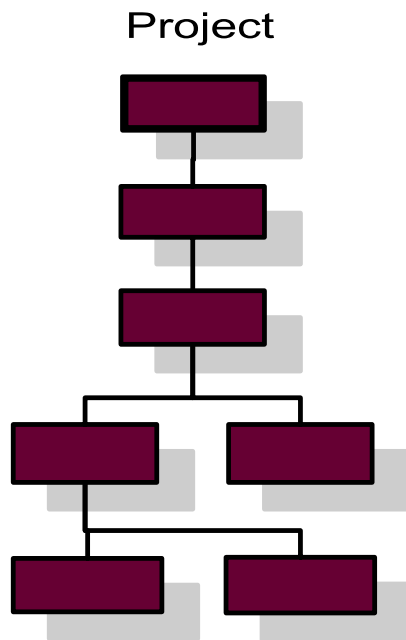
# Stakeholders' Analysis



# RAEW Assessment



# Project vs. Administrative Organization





# Measures of Success

## Definition of Success

- **Project Success** – Completion of project consistent with standards established by management and technical processes
- **Business Success** – Achievement of project objective as determined by measurable outcomes

# Planning

- **Standards** – Project Startup Plan, Communications Plan, Control Plan, Resource Allocation, etc.
- **Tools** – Project Management Information (PMIS), Microsoft Project, Excel, etc.

## Definition

- **Standards** – Requirements Definition Plan, Configuration Management Plan, Quality Assurance Plan, etc.
- **Tools** – Requirements reference libraries, issues tracking, specifications database, etc.

# Acquisition

- **Standards** – Communications Plan, Subcontractor Management Plan, etc.
- **Tools** – Database-driven electronic RFP, evaluation metrics, etc.

# Implementation

- **Standards** – Process Improvement Management Plan, Risk Management Plan, Test Plan, Installation Plan, etc.
- **Tools** – System Design Report (SDR), Issue tracking database, defect reporting database, performance test suite, etc.

## Measures of Project Success

- **Budget** – On or below budget
- **Schedule** – On or ahead of schedule
- **Quality** – No unresolved high or critical defects

## Measures of Business Success

- **Financial** – Reduce cost, e.g., replacement of legacy system reduces support costs
- **Efficiency/Effectiveness** – Provide more than before with less, e.g., call center replaced by public web access
- **Impact** – Provide better public service, e.g. greater customer satisfaction due to kiosks that reduce wait time



## More Information

- COPLAN AND COMPANY: <http://www.coplan.com>
- CTG: <http://www.ctg.albany.edu>
- CMMI: <http://www.sei.cmu.edu/cmmi/>
- DOE:  
<http://cio.doe.gov/ITReform/sqse/publications.htm>
- IEEE: <http://standards.ieee.org>
- PMI: <http://www.pmi.org>
- SEPO: <http://sepo.spawar.navy.mil/sepo/>
- Six Sigma: <http://www.isixsigma.com>