

“Case Studies of Successful Government Projects”

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Agenda

- Defining “Success”
 - Unique Constraints of Public Sector IT Projects
 - Reasons Projects Fail
- IT Project Management Tools
- Real-life Public Sector Case Studies
- Participant Exercise
- Discussion

Defining “Success”

- The definition of IT project management
 - To meet or exceed stakeholder needs and expectations from a project, which involves balancing the competing demands among scope, time, cost, and quality (PMBOK 2000)

Unique Constraints of Public Sector IT Projects

- Cost is usually fixed in public sector IT projects, so quality suffers
- Limited funding
 - Limited authority over revenue raising and budget allocation
 - Managing unfunded mandates is a significant task for the project manager

Unique Constraints of Public Sector IT Projects

- Distinct “silos” within organizations
- Strict procurement requirements
- Conflict between elected and appointed officials
- Budget authority and scope control are external to the implementing organization

Reasons IT Projects Fail

- Inadequately defined requirements
- Lack of risk and quality management plans
- Negotiating team with no experience with IT acquisition and implementation contracts
- Vendor staff with inadequate system implementation experience
- Pressure to convert, implement and accept the new system too quickly

Reasons IT Projects Fail

- Failure to divide the IT project plan into specific measurable deliverables
- Vendor failure to fulfill RFP requirements
- Inadequate acceptance test

IT Project Management Tools

- Project Management Information System (PMIS):
 - Requirements management and procurement tool, issue and document tracking, and risk management system
 - FOUR™ at <http://www.coplan.com> under Tools, “Click for Demo”
- ISO Quality Standards, e.g., ISO 9001
- IEEE Standard 1058-1998: Software Project Management Plan

Real-life Public Sector Case Study 1

State Agency/Finance System Project

State Agency/Finance System Project

- Objective – Implement a new finance system with an open architecture using new technology to:
 - Support “essential processes” for financial system
 - Allow future development for unknown mandates
 - Interface with legacy systems and many external agencies
- Users – Initially for 1,000 users, increasing to over 20,000
- Budget – \$23 million

State Agency/Finance System Project

- Partners
 - Oracle Financial Software
 - BearingPoint (formerly KPMG)
 - External Independent Validation and Verification Consultant (IV&V)
 - Independent Project Consultant (IPC)

State Agency/Finance System Project

- State Participants
 - Internal
 - Administrative Services Division
 - Information Services Division
 - External
 - State Department of Technology
 - Department of Finance
 - State Controller
 - Data Center

State Agency/Finance System Project

- Success Markers
 - Focused on “essential processes, not specific functions”
 - Kept approach flexible
 - Requirements were simple
 - Measured acceptance as Yes/No criteria
 - Avoided budget increases
 - Required “Gap/Fit Analysis” before contract signed
 - Changed business processes at start of project
 - Significant funding bureaucracy kept scope fixed

State Agency/Finance System Project

- Success Markers
 - Mitigated “show stopper” risks
 - Phased high risk Inventory module
 - Conducted pilot tests with operational areas
 - Made “Go/No Go” decisions at milestones
 - Enforced contract issues with designated team
 - Supported user acceptance with significant training

State Agency/Finance System Project

- Success Markers
 - Supported State mandates
 - Kept focus on schedule, not technology
 - Addressed policy issues, not just technology
 - Understood and clarified control agencies' requirements well in advance

State Agency/Finance System Project

- Tools
 - Risk Database
 - Remedy Log – Used by vendor, IV&V, IPC, and core team
 - Standard forms, templates, business-entity diagrams, state-transition diagrams, process models, hierarchy charts, etc.

Real-life Public Sector Case Study 2

City/Y2K System Replacement

City/Y2K System Replacement

- Objective – Replace mainframe budget system with Y2K compliant system that supports additional City Council needs
- Users – Initially for 125 users, increasing to over 200
- Budget – \$1.2 million for initial cutover

City/Y2K System Replacement

- Partners
 - Data Center
 - KPMG
 - Software Consultant
 - IV&V
- Participants
 - City Team
 - IT Group
 - Key External Users

City/Y2K System Replacement

- Success Markers
 - Met Y2K deadline for replacing mainframe system
 - Phase 1 supported majority of system requirements
 - Added additional phases for new functionality
 - Held to new schedule targets despite pressure to delay
 - Avoided political process and kept team moving
 - IT declared “State of Emergency” to switch to SAP midway
 - Conducted detailed performance tests to validate approach

City/Y2K System Replacement

- Success Markers
 - Cohesive project team
 - Co-located with programming team
 - Worked 20 hour days since all had full-time “real jobs” in addition to project
 - Maintained excellent relationship with Vendor
 - Worked closely with management team to resolve issues

Participant Analysis

- Analyze case study and decide what was done correctly and what mistakes might have been made
 - Organize into groups of seven team members
 - Select a Case Study
 - Select a Project Character
 - Select one or two Success Markers
 - Identify 3 to 5 Risk Events
 - Group and rank similar Risk Events
 - Using dots, vote on Probability and Impact
 - Identify a Risk Response
 - Outline lessons from the case study

Discussion