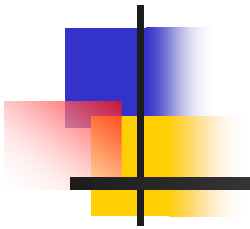
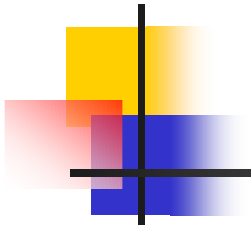
Developing Large Projects



Lessons Learned

Best Practices

NM UI Project



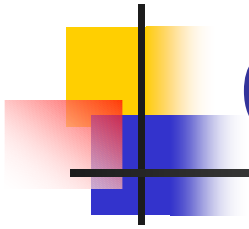
Why Large Projects Fail

- Improper Governance Structure
- Lack of Management Commitment
- Quality of Resources
- Changing Conditions
- Improper Quality Control
- Lack of Customer Involvement
- Limited Risk Management

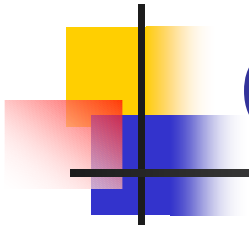
Improper Governance Structure

- Need Oversight from beginning to end
- Need clear roles and responsibilities
- Separate technical from management
- Processes and procedures need to provide for control and early warning
- Governance needs to be provided at multiple levels
- Executive in charge needs to have authority to match responsibility

Lack of Management Commitment



- Large projects require full commitment for full duration
- Hardest part of project is at the end
- Projects need a sponsor and a champion
- Large projects are almost always going to need more resources than planned



Quality of Resources

- Vendors are not all alike
- Vendor staff capabilities vary greatly between project teams
- Interview key vendor staff and replacements
- You will be dependent on vendor capabilities
- Vendor style and compatibility with your culture will be key to success

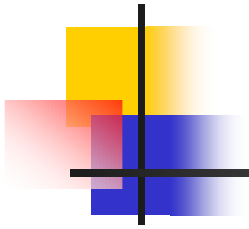
Changing Conditions

- Large projects require a long time to complete
- Your business changes and moves forward during the project
- People and their expectations/memory change during the project
- Shorter milestones, performance reviews and requirements tracing are key
- Effective scope management is required

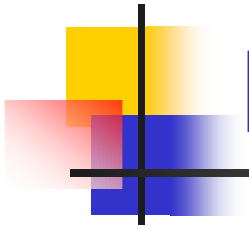
Improper Quality Control

- No early warning system or process
- IVV or internal quality management process is needed
- Performance and acceptance criteria is key element
- Methodology and standards should be defined and accepted from start
- Initial quality problems are indicator of future problems

Lack of Customer Involvement



- Need program executives involved throughout the initiative
- IT projects should not be left to the IT department or vendor
- Ultimate responsibility for success rests with the program managers
- Need to balance pressure to implement with readiness and quality of product



Limited Risk Management

- Need risk management plan
- Identify weaknesses, challenges and potential failure points
- Use contingency and recovery techniques to manage risk
- Review the risk plan on a regular basis

Best Practices

- Shorten delivery cycles
- Use prototypes/pilots
- Use IVV or internal Q/A process
- Set up governance structure
- Develop a partnership approach

Lessons Learned

- Without proper governance and quality control, scope tends to go unchecked
- Cost and resource requirements escalate and timelines move outward
- Requirements, staff and management commitment change during long project execution

Dos and Don'ts

- Box in scope and shorten schedules
- Use proof of concepts
- Segment project into manageable sections
- Project management must include IT, customer and vendor
- Certification and payment must be tied to quantifiable results