



# FTA Technology Conference

## Advantages of Independent Project Management

August 4, 2009  
Boise, Idaho

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# Topics


- ❖ Professional Project Management
- ❖ Why Use a Third Party

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# Project Management

**“Successful project management is both an art and a science.”**

Harold Kerzner, Ph.D.  
Project Management, A Systems Approach to Planning, Scheduling and Controlling

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# Project Management

❖ **The Art**

- Listening
- Understanding
- Communicating
- Enabling
- Empowering
- Mediating
- Directing

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# Project Management

- ❖ **The Science**
  - **Methodologies**
    - ✓ Risk Management
    - ✓ Issue Management
    - ✓ Scope Control
  - **Lessons Learned**
  - **Tools**
    - ✓ Budgeting
    - ✓ Scheduling
    - ✓ Status Reporting

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# Project Management

- ❖ **Major Areas of Engagement**
  - Planning
  - Organizing
  - Executing
  - Monitoring
  - Controlling
  - Communicating
  - Closing

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# Planning

- ❖ IT Architecture/Infrastructure
- ❖ Implementation
- ❖ Testing & Acceptance
- ❖ Data Conversion
- ❖ Cutover
- ❖ System Security
- ❖ User Training
- ❖ Technical Knowledge Transfer
- ❖ User Documentation
- ❖ Technical Documentation
- ❖ Operations
- ❖ Printing
- ❖ User Support
- ❖ Application Support
- ❖ Legacy Retirement
- ❖ Contingency/Disaster Recovery
- ❖ Issues Management
- ❖ Change Control
- ❖ Communications
- ❖ Organizational Change Management
- ❖ Business Process Analysis

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System Testing Statistics As of 10/31/2008	Total Scenarios	Passed	Failed				Not Developed			Untested	%Complete			
			Utah	Denver	Fixed	Invalid	System	Letters	Actual		Scheduled	Variance		
<b>IIT 2008</b>														
Return Line-Items	358	348	0	0	0	10	0	0	0	100.0%	100.0%	0.0%		
Retums Processing	204	175	0	0	10	12	2	0	5	91.1%	92.5%	-1.4%		
<b>TOTAL</b>	<b>562</b>	<b>523</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>22</b>	<b>2</b>	<b>0</b>	<b>5</b>	<b>96.9%</b>	<b>96.2%</b>	<b>0.7%</b>		
<b>R3 Taxes</b>														
Return Line-Items	1449	1213	6	0	0	210	20	0	0	97.9%	100.0%	-2.1%		
Registration	2989	2878	2	0	14	95	0	0	0	99.4%	55.4%	44.0%		
Payments	898	560	15	4	2	105	30	0	182	70.6%	55.2%	15.4%		
Refunds	394	134	92	0	1	6	40	0	121	34.5%	69.2%	-34.7%		
Financials	666	442	23	13	20	17	77	0	73	68.1%	26.5%	41.6%		
<b>Retums Issue</b>														
CPT, WTH, WMP, FT, SF	56	25	1	0	11	2	0	0	17	46.3%	51.3%	-5.0%		
IRP	45	23	2	0	19	1	0	0	0	52.3%	0.0%	52.3%		
Retums Processing	1800	315	83	0	8	2	328	0	1064	17.5%	11.2%	6.3%		
Collections	920	283	23	0	7	62	0	8	537	33.0%	17.6%	15.4%		
<b>Audit</b>														
CPT, WTH, WMP, FT, SF												Scheduled to Start 11/3/08		
IRP												Scheduled to Start 1/26/09		
Revenue/Distribution												Scheduled to Start 11/3/08		
TAP for IFTA												Scheduled to Start 11/10/08		
<b>Discovery</b>														
CPT, WTH, WMP, FT, SF												Scheduled to Start 11/17/08		
IRP												Scheduled to Start 1/26/09		
IFTA/SFU Interfaces												Scheduled to Start 11/17/08		
IRP Interfaces												Scheduled to Start 12/1/08		
GenTax to MVA Interface												Scheduled to Start 1/5/09		
TAP for IRP												Scheduled to Start 2/9/09		
<b>TOTAL R3</b>	<b>5336</b>	<b>4651</b>	<b>23</b>	<b>4</b>	<b>16</b>	<b>410</b>	<b>50</b>	<b>0</b>	<b>182</b>	<b>94.4%</b>	<b>21.1%</b>	<b>73.3%</b>		
<b>TOTAL</b>	<b>5898</b>	<b>5174</b>	<b>23</b>	<b>4</b>	<b>26</b>	<b>432</b>	<b>52</b>	<b>0</b>	<b>187</b>	<b>94.7%</b>	<b>28.7%</b>	<b>66.0%</b>		

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## Organizing

- ❖ **Structural Components**
  - Steering Committee
  - Project Management Office
  - Project Sponsor/Champion
  - Project Team
  - Work Teams
- ❖ **Resources**
  - Staffing Commitments
  - Candidate Interviews & Assignment
  - Orientation

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## Executing

- ❖ **Business Process Alignment-Driven by:**
  - Business Need
  - External Demands (Legislature, Federal Mandate)
  - Organizational Change
  - System Architecture
- ❖ **Map Current Processes to New System**
- ❖ **Strong User Involvement**
- ❖ **Training Should Deal with Business Process as much as How System Works**

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# Monitoring

- ❖ Work Completed vs. Schedule
- ❖ Cost vs. Budget
- ❖ Performance vs. Expectations
- ❖ Open Issues Review
- ❖ Updated Risk Assessment

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Rollout 4: TAP for HIT and SUT	
1	Preparation
2	Kickoff Meeting-IT & STC
3	Baseline Project Schedule-IT & STC
4	Core Staff Identification and Assignments-IT & STC
5	Support Staff Identification and Assignments (including Testers)-IT & STC
6	Base Configuration-IT & STC
7	Definition and Requirements Documentation
8	Customer & Account Access/Updates-IT
9	Customer & Account Access/Updates-STC
10	Customer & Account Access/Updates-STL
11	Customer & Account Access/Updates-SPF
12	Customer & Account Access/Updates-SWF
13	Customer & Account Access/Updates-STR
14	Payments-IT
15	Payments-STC
16	Payments-STL
17	Payments-SPF
18	Payments-SWF
19	Payments-STR
20	Returns-IT
21	Returns-STC
22	Returns-STL
23	Returns-SPF
24	Returns-SWF
25	Returns-STR
26	Where's My Risk and IT
27	Reports Inventory-IT
28	Reports Inventory-STC
29	Reports Inventory-STL
30	Reports Inventory-SPF
31	Reports Inventory-SWF
32	Reports Inventory-STR
33	Functional Design Documents (FDDs)
34	Development & Unit Test
35	Customer & Account Access/Updates-IT



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## Controlling

- ❖ Risk Assessment and Mitigation
- ❖ Decision Processes
- ❖ Scope Management
- ❖ Issue Resolution

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## Communicating


- ❖ Identify “Hot Buttons”
- ❖ Foster Buy-In
- ❖ Manage Expectations
- ❖ Regular “Pulse Taking”
- ❖ Feedback Loops
- ❖ “Open Door” Policy

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## Closing

- ❖ **Finalize Deliverables**
- ❖ **Contract Close Out**
- ❖ **Lessons Learned**

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## Why Use a Third Party

- ❖ **Experience**
  - **Outside Perspective Based on Similar Projects**
  - **Proven PM Methodologies and Tools**
  - **Knowledge of Best Practices**
    - ✓ Revenue Agency Business Processes
    - ✓ System Implementation Strategies
  - **Understanding of Risks**

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## Why Use a Third Party

- ❖ **Balanced Stakeholder Interests**
  - Manage Expectations
  - Enable State and Vendor to Focus on What They Do Best
  - Control Scope and Manage Change
  - Facilitate Decision Making
  - Mediate Issues

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## Why Use a Third Party

- ❖ **Effective Resource Utilization**
  - Focused Solely on the Project
  - No Conflicting Responsibilities
  - No Additional Pull on Organization
  - No Added FTEs

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## Why Use a Third Party

- ❖ **Independence**
  - **Objective Evaluation of Status**
  - **No Organizational Conflicts or Bias**
    - Only Mission is the Project
  - **Able to Champion Controversial Issues**
    - ✓ Not Concerned About Burning Political & Organizational Capital
    - ✓ Not Viewed as Promoting Vendor Interests
  - **Perception by Outside Stakeholders**

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## Why Use a Third Party

- ❖ **Plan for Organizational Change**
  - **Set Expectations**
    - ✓ Foster Widespread Buy-in
  - **Identify Barriers**
    - ✓ Territorial
    - ✓ Process
    - ✓ Institutional - **"We've always done it this way"**
    - ✓ Legal/Political
  - **Prescribe Methods and Tools**

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# The Valley of Despair

❖ Change is disruptive – the impact of a large IT project is significant.

Productivity  
Confidence  
Morale

Project Start      System Test Nearing End      Roll Out      Learning Curve Climbed

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# Traction and Friction

❖ **Traction:** Momentum, Milestones, and Deliverables – *Project Must Drive Change to Succeed*

❖ **Friction:** Can't achieve traction without friction, so expect – *Issues, Conflict, Resistance*

Bottom Line: If there aren't any issues, are you really achieving required changes?

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# Why Use a Third Party

## ❖ Keys to Success – Organizational Change

- Top Down Commitment and Support
- Extensive Involvement and Ownership
  - ✓ Iterative
  - ✓ Interactive
- Effective Decision Making
- Communications
- Training and Knowledge Transfer
- Employee Recognition
- Make It Fun!!!





Questions?

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