Scope of Comments

Limited to System Development and Operations

• Project / Program Management
  – Scope Management
  – Schedule Management
  – Risk Management
• Development and Testing Status
• Results Estimation and Achievement
Project Stages

Why
What
How
Do
Get

Successful Projects Navigate Through Why, What, and How
At this stage, management of Scope, Schedule, and Cost is the focus.
Not all good ideas should be pursued
Ensure a good change control process is in place.

Change Controls

- Someone wants to make change to project.
- Project team reviews the Change Request.
- Analyse the work required to make the change.
- Analyse the impact to project plan and requirements.
- Impact to Triple Constraints?
  - Yes: Change Control Board reviews the change.
  - No: Update the project plan and requirements and re-sync.
- Okay to change the Triple Constraints?
  - No: Re-baseline the triple constraint changed by project.
  - Yes: Notify the team and requestor that the request is denied.

Ensure a good change control process is in place.
What is the critical path?  
Where does slack exist?

Project = 30 days

An example of activity network diagram with several paths on it

Tasks on critical path need special attention

Yellow path = 12 days
Green path = 27 days
Red path = 30 days
Is Earned Value used?

• How much work has been completed compared to what was planned?

• Are any late tasks on the critical path?

Earned value will provide a leading indicator....
What are the key risks?

Differentiate between risks, issues, and tasks
Maintain a Risk log

- Description
- Probability
- Impact
- Trigger
- Mitigation Strategy

<table>
<thead>
<tr>
<th>Reference</th>
<th>Description</th>
<th>Date</th>
<th>Likelihood</th>
<th>Impact</th>
<th>Trigger</th>
<th>Mitigation Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The main supplier cannot deliver on time</td>
<td>21/03/11</td>
<td>Likely</td>
<td>High</td>
<td></td>
<td>Include financial penalties in contract; build contingency into the schedule; monitor contractor performance; revise project schedule.</td>
</tr>
<tr>
<td>2</td>
<td>The lead time for the leased line exceeds 90 days.</td>
<td>21/03/11</td>
<td>Unlikely</td>
<td>Medium</td>
<td></td>
<td>Order line earlier than necessary; incur additional rental fees.</td>
</tr>
<tr>
<td>3</td>
<td>Release of the new system is delayed because user acceptance testing</td>
<td>23/03/11</td>
<td>Very likely</td>
<td>High</td>
<td></td>
<td>Build eight-week contingency into schedule.</td>
</tr>
<tr>
<td>4</td>
<td>There is insufficient capacity to create additional database instances for</td>
<td>16/04/11</td>
<td>Very unlikely</td>
<td>Medium</td>
<td></td>
<td>Give advanced notice; monitor SAN usage.</td>
</tr>
<tr>
<td>5</td>
<td>Load testing fails to identify problem prior to system release.</td>
<td>20/04/11</td>
<td>Unlikely</td>
<td>Medium</td>
<td></td>
<td>Phased introduction of new system users. Manage system access; remove high-load features; initiate incident management process.</td>
</tr>
</tbody>
</table>
System Readiness and Testing

• Identified system issues seem normal and reasonable for this stage
• Wherever possible automate test activities
  – Functional, including exception paths
  – Stress and performance
• Pay attention to time zone “witching hour”
• Have formal go / no go for “launch”

Program quality shows up at this step
Are we on track for results?

- What are the critical KPI’s?
  - Identify their value
  - Look for leading indicators
- How will they be measured?
- What does success look like?

Keep the front line focused on what’s important
Recommendations

• Closely manage change
  – All good ideas don’t need to be explored
  – Ensure change control processes in place

• Evaluate / measure execution status
  - Know critical path
  - Consider Earned Value

• Manage Risk
  – Risks, issues, impact and mitigation should be communicated

• Automate as much functional, performance and stress testing as possible

• Determine and publish success metrics
  - Create appropriate metrics
  - Look at BOTH leading and lagging indicators
The main thing is to keep the Main Thing the main thing.
Scope of Comments

- Limited to System Development and Operations
- Based on:
  - Pre-Read of Census Update
  - Previous discussions regarding CEDCaP
  - GAO August 2018 Report (GAO-18-655)
In Every Large Project, Issues WILL arise