CIO Roundtable – Avoid Failure:
Keys to Creating a Manageable & Successful Project From Requirements & RFP to Implementation

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A Successful Foundation…

- Well Defined Project
  - Overall Vision & Expectations
  - Functionality
  - Technology
- Designed for Manageability
  - Deliverables & Payment Points
  - Project Management Tools
  - Roles & Responsibilities
  - Delivery Expectations by Phase
- Managed & Supported
  - Functional, Technical, & Management Resources

Our Goal – Creating A Well Defined & Well Managed Project

A failure in any of these critical components can cause the project to fail.

- Requirements
- RFP & Scope of Work
- Implementation Vendor's Proposal
- Solution
- Resources
- Project Management Process
- Governance

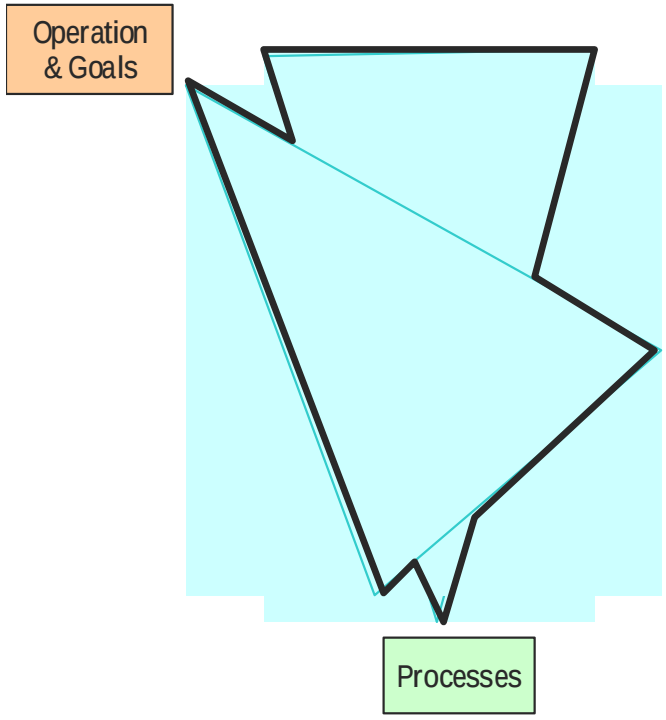
Requirements – Typical Problems

- Too focused on the “tiny details” and not the overall scope & “big picture”
- Major business process changes not fully discussed or approved until too late in the project
- Defining more than you are prepared to handle
- No Overall Project Strategy For Migration, Support, Expansion, Approach, etc…

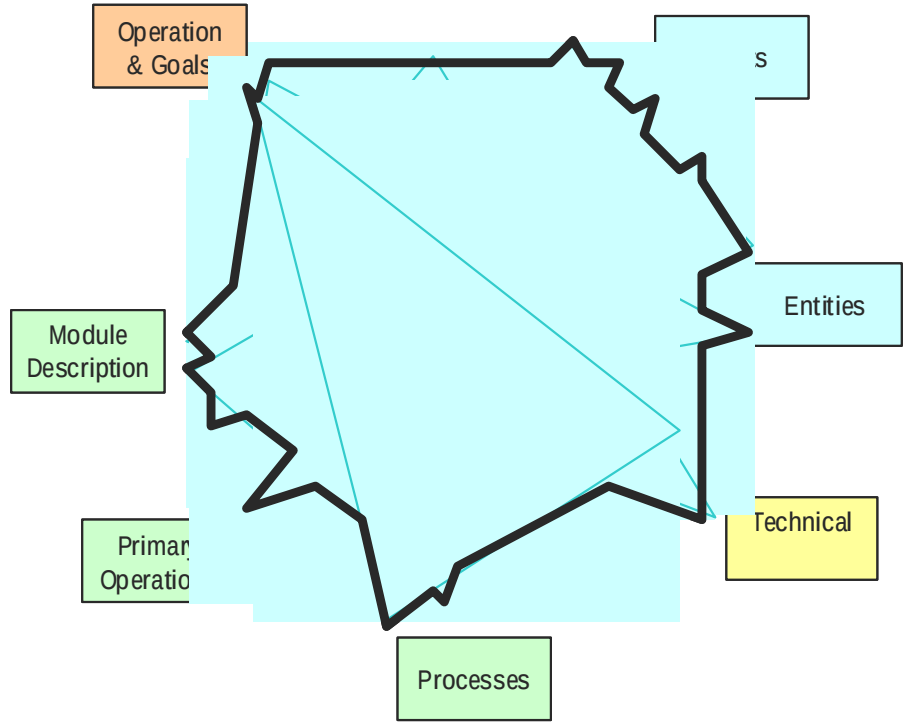
Requirements – Considerations

Using multiple perspectives to define the functional requirements creates a more complete and contractually useful definition.

Using only some elements to describe requirements results in an incomplete definition.

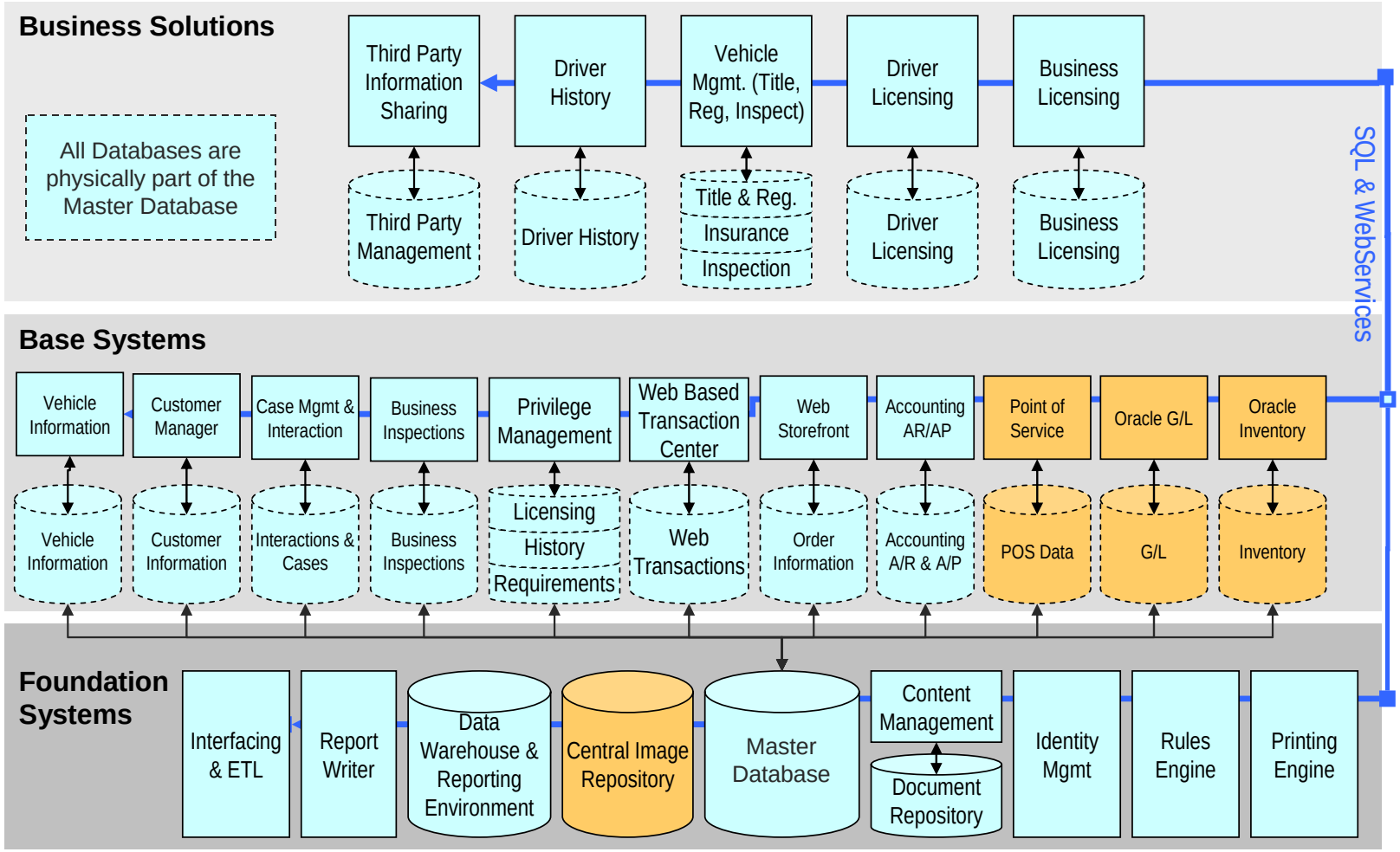


Using many elements that complement each other results in a more complete definition.



Requirements – Know What You Want

This diagram describes the modular system that is required by the State.



Requirements

What works and what doesn't…

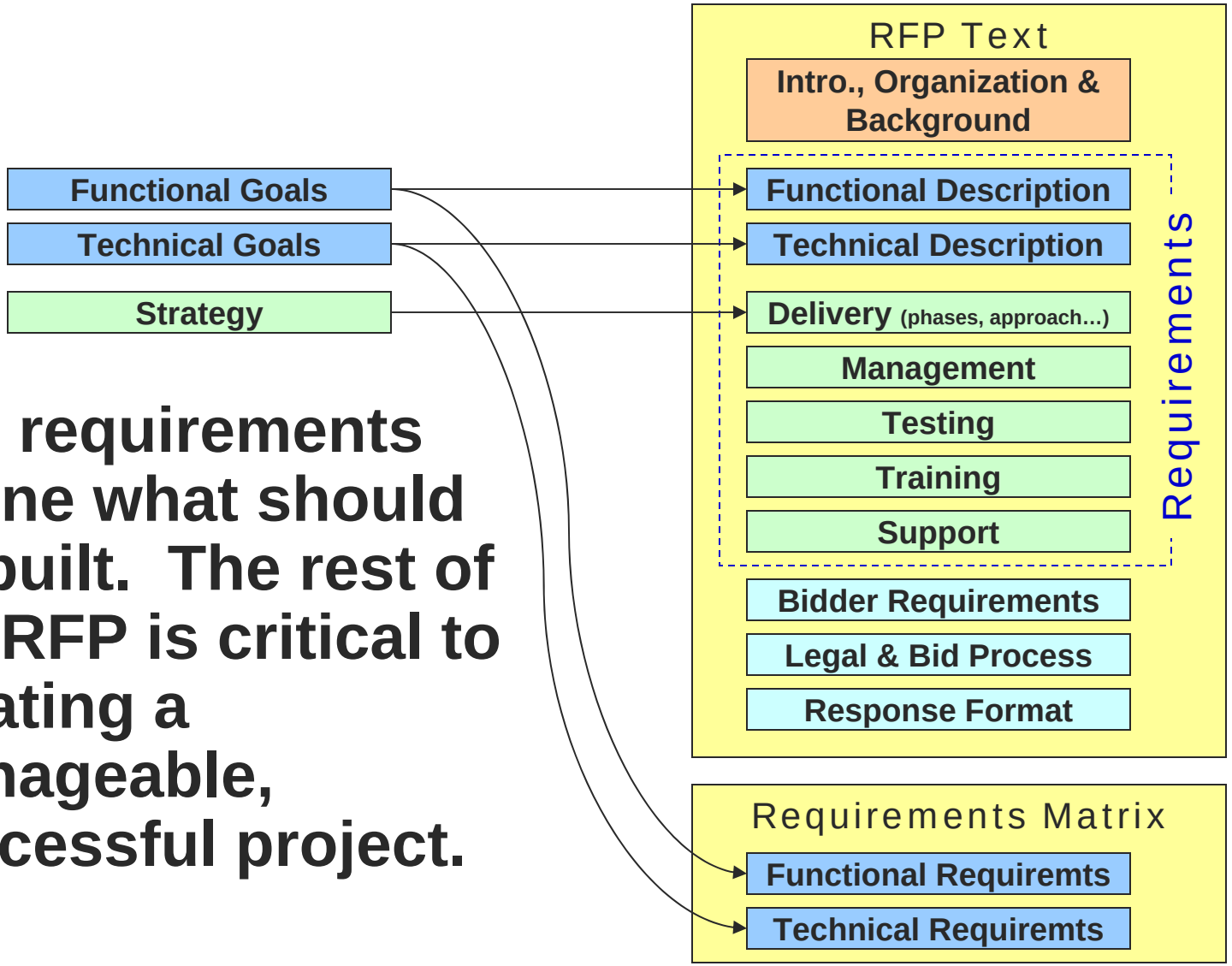
- Consider BPR early
- Get stakeholder buy-in early
  - Include a stakeholder analysis
- Complete JAD sessions and as much work as possible so that the bidders have a clear understanding of expectations and scope

RFP & SOW – Typical Problems

- Too focused on system requirements and not project management and delivery requirements.
- “Build us a Motor Vehicle System”
  - Placing all responsibility on Implementation Vendor for determining needs, design, approach, solution.
- Focus on Get it Done – Not Get it Right
- Importance is Underestimated

RFP & SOW – Structuring the RFP

The requirements define what should be built. The rest of the RFP is critical to creating a manageable, successful project.



RFPs & SOW – Project Mgmt. Requirements

- Weak PM requirements permanently "lower the bar" for the entire project
- Clearly defined PM and Delivery Requirements
  - allow bidders to better estimate effort
  - create tools for the management team to avoid problems

RFPs & SOW – Project Mgmt. Requirements

Example

- *"The State expects the contractor to develop the project schedule collaboratively with the State and include State tasks.*
  - State must agree to the dates and durations for State tasks
  - Updated regularly and reported on in status meetings
  - Contractor will collect and incorporate updates for State tasks"

RFP & SOW – Delivery Requirements

All system projects have the same basic phases. Define your expectations.

Examples:

- Requirements Traceability Matrix?
- Business Process Reengineering?
- Design Document Contents?
- Prototypes & Iterations?
- Testing – What forms?
- Long Term Support – Service Level?

RFP & SOW – Delivery Requirements

Iteration 1 - Prototype

Requirements Definition → Design → Construct Prototype → Evaluation

$$ Design Payment

Iteration 2 – Deployment Candidate 1

Requirements Update (based on Iteration 1) → Design Update (based on Iteration 1) → Construct Working System (Deployment Candidate 1) → Evaluation (include sample System & UAT Tests)

$$ Code Payment

Iteration 3 – Deployment Candidate 2

Requirements Update (based on Iteration 2) → Design Update (based on Iteration 2) → Modifications & Defect Fixes (Deployment Candidate 2) → System Test & UAT → Defect Fixes (Deployment Candidate 3)

$$ Test Payment

Iteration 3 Requirements and Design Modifications are completed as required and may be minimal depending on the success of Iteration 2.

Implementation

Pilot / Training → Rollout

RFP & SOW – Delivery Requirements

Example

- Implementation Contractor will be onsite during UAT to support State lead testing activities. Contractor activities include but are not limited to:
  - Support testers (application questions)
  - Daily Incident Review Meetings
  - Incident assessments and research
  - Troubleshoot system issues
  - Provide knowledge transfer to State staff
- System Test will be lead by the implementation contractor and will be completed on-site

RFP & SOW – Payment Points

By Subsystem

- Title & Reg System
- Driver Lic. System
- Driver History Sys.
- Customer Information System
- Web Portal
- Infrastructure

By Phase

- Requirements
- Design
- Code
- Test
- Training
- Rollout

RFP & Scope of Work

What works and what doesn't…

- RFPs are not specific enough
- Try to include acceptance criteria
- Communicate a clear business case
- Address the bidding vendor's need to estimate the construction phases of the project by including as much detail as possible
- Increase communications with bidders by having Q&A periods and make all assumptions available
- Considering issuing the RFP in draft version for comment by potential bidders or issue an RFI where bidders can provide guidance

Implementation Vendor's Proposal – Typical Problems

- Don't Follow the RFP Requirements
- Not Enough Detail
- Too Much Detail?? *Probably Not*

Proposals – What to Look For…

- Conforms to RFP
- Clearly Describes the Solution and it's components
- Clearly Describes how it will meet the requirements in the RFP
- Clearly Describes the SDLC and Project Management Approaches
- Resources with Experience

Proposals

What works and what doesn't…

- Watch for the continuity of bidding team members from the proposal preparation, to Orals, to project execution
- States should provide enough time for bidders to prepare thorough responses
- Establish as much communications as possible to ensure that bidders properly understand your goals and requirements
- Consider secondary Bidder's Conferences
- Consider allowing bidders to submit a draft proposal and then a final proposal after the orals have been completed.

Solution – Typical Problems

- Deviating from Standard Technologies
- Solutions that are Over-Engineered
- Solutions that are Stretch the Initial Design of the Technologies
- Solutions with Little Experience

Solution – What to Look For…

- Technically Achievable
- Clear Migration and Implementation Approach
- High Quality Solution
- Industry Standard Technologies
- Long Term Maintenance Solution is Cost Effective
- Check References of Staff & Projects

Solution

What works and what doesn't…

- Understand what technologies you as the State are comfortable using
- Use the oral presentations as an opportunity for vendors to articulate solutions in as much detail as necessary.
- Understand and articulate your desire for COTS vs. a custom solution

Resources – Typical Problems

- Staff Busy with “Day-Job”
- Staff not skilled in Project Management
- Tech staff has been in maintenance and enhancement mode for the past 20 years.

Resources – Considerations

- Educate Early on Staffing Requirements
- Define Skill Set Requirements
- Provide Encouragement
- Look for Thinkers and Problems Solvers
- Define Limits on Resource Participation to Contractor
  - “No more than 3 JAD Sessions per week”

Resources

What works and what doesn't…

- Don't forget about change management – You must communicate changes to the staff
- Define expectations, roles and responsibilities upfront
- Plan for continuity of resources
- Develop transition plans for critical resources
- Maintain backup resources for duration of project
- Communicate involvement for the duration of the project

Project Mgmt. – Typical Problems

- Considered “The Vendors Job”
- Lack of Skilled Staff
- Not Given Enough Attention
- PM Processes Not Followed or Understood

Project Mgmt. – Considerations

- Get a copy of PMI PMBoK
- Build a Project Repository SharePoint Site
- Develop “Easy to Use Guidelines”
- Start Small & Elaborate
- Establish a Project Management Office
- Educate Everyone!!!

Project Mgmt. – Considerations

Create a One Page Summary Guidelines for each of the following…

- Meeting Management
- Issues Tracking
- Status Reporting
- Communications
- Changes (Scope, Schedule, Cost)
- Schedule Management
- Scope & Deliverable Acceptance
- Budget & Payments
- Risk
- Quality
- Resources

Project Mgmt.–Deliverable Acceptance

Deliverable Kickoff Meeting
- Expectations
- Acceptance Criteria
- Interim Checkpoints
- Quality Review Process
- Roles & Responsibilities

Deliverable Creation
- Ongoing Quality Reviews
- Status Updates
- Schedule Updates

Interim Checkpoints
- Address Problems

Review Process
- Ongoing Quality Reviews
- Status Updates
- Schedule Updates

Accepted?

Signoff & Approved for Payment

Project Management

What works and what doesn't…

- Don't let your implementation vendor hand you a 500 page manual that they wrote for their last project.
- External consultants – Make sure they get to know your "corporate culture" first
- Combine work environment in one location (State & Vendor staff mixed to become one team)

Governance – Typical Problems

- Technology or Business Project?
- Committee Doesn't Take Ownership
- Undefined Roles & Process
  - Escalation
  - Approval
  - Breadth of Responsibility

Governance – Considerations

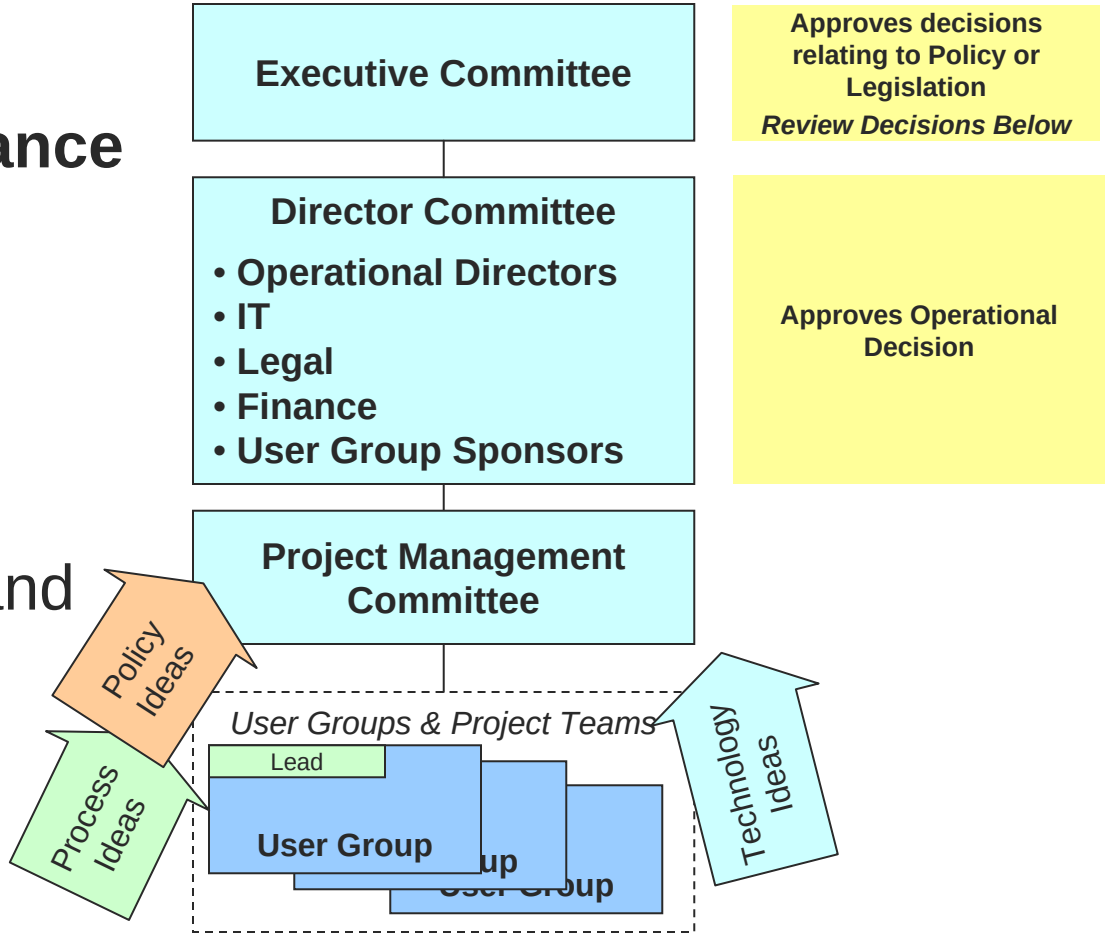
- Manager/Director Level Committee
  - Operational & Implementation Decisions
- Executive Level Committee
  - Policy and Legislative Impact Decisions
- Establish a Project Mgmt. Committee
  - Schedule, Resource, & Problem Solving
- Establish User Group(s)
  - Functional Usage and Process Improvements
- *Define Roles, Responsibilities, & Authorities*

Governance – Example

Project activities and changes to business process or technology require communication and approval…

A strong governance structure is a forum for

- Reviewing,
- Assessing,
- Coordinating, and
- Approving



Governance

What works and what doesn't…

- Involve and educate management so that they realize the importance of participation.
- Define roles and responsibilities.
- Don't expect that management has had time to read all the background documents before coming to a meeting.