

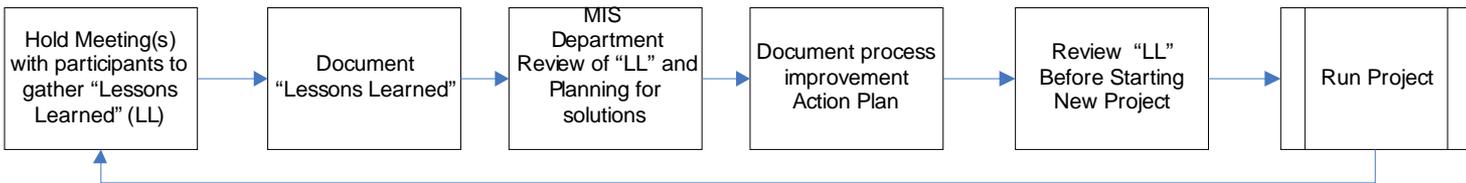
Lessons Learned

FTL Management Committee Overview

Lessons Learned FTL Management Committee Overview

Process Overview

Lessons Learned Process



Lessons Learned

FTL Management Committee Overview

“Policy Decisions” - 1

Lessons	Impacts	Recommendations
<ul style="list-style-type: none"> • The Management Committee had difficulty making timely decisions on “key” policy issues (e.g., Units). • Changes in policy were not well communicated to staff from either Div/Sec mgmt or the Core Team. • The consequences of policy decisions were not well enough understood. 	<ul style="list-style-type: none"> • It took months for the "Units" decision to be made and the budget and schedule were not adjusted accordingly. • The Core Team didn't understand the basis for many policy decisions. • Delays in decision making resulted in ineffective utilization of resources and morale issues. 	<ul style="list-style-type: none"> • Policy decisions need to be spearheaded by the Executive Sponsor, particularly with regard to the Divisions, rather than the Core Team. • Adhere to the recommendations of the Executive Sponsor. • Perform a considered analysis of the impact of major policy decisions. • Adjust project schedules and budgets when there are policy changes that impact them.

Lessons Learned

FTL Management Committee Overview

“Policy Decisions” - 2

Lessons	Impacts	Recommendations
<ul style="list-style-type: none">• Started design and development activities while waiting for policy decisions and before requirements were finalized.	<ul style="list-style-type: none">• Significant portions of the timecard needed to be redeveloped and retested.• Adversely affected Development and Core Team morale.	<ul style="list-style-type: none">• Push for policy decisions to be made in a more timely manner.

Lessons Learned

FTL Management Committee Overview

“Communications” - 1

Lessons	Impacts	Recommendations
<ul style="list-style-type: none"> • Project communications were untimely and inaccurate. • Project communications didn't talk frequently enough about policy changes. 	<ul style="list-style-type: none"> • Often policy discussions occurred within each section, resulting in inconsistent interpretations and outcomes. 	<ul style="list-style-type: none"> • Establish regular monthly communications between the Core Team member and the Division/Section Head. • Highlight policy decisions, FAQ's and other important changes on the project web page. • Establish a “regular spot” in the Fermi Today. • Emphasize that the Core Team needs to assume more responsibility for communication of policy decisions to their respective groups.

Lessons Learned

FTL Management Committee Overview

“Communications” - 2

Lessons	Impacts	Recommendations
<ul style="list-style-type: none"> • High level planning milestones were not tracked consistently with the Core Team. • Information did not flow clearly between the Management Committee and the Core Team. 	<ul style="list-style-type: none"> • The Core Team was not always sure of project status. • The Core Team believed the Management Committee pushed the schedule to meet a date versus having a properly functioning system. • The Core Team believed there was a disconnect between them and the Management Committee. • Decisions made by the Management Committee were not always clear to the Core Team and at times changed what they had tested or worked on for weeks. 	<ul style="list-style-type: none"> • Periodically (every other meeting) recalibrate the Core Team by performing a milestone schedule review. • Periodically invite Management Committee members to attend Core Team meetings. • Schedule structured cutover meetings with the Core Team in addition to the Management Committee. • Include a Management Committee agenda item in each Core Team meeting, and vice versa.

Lessons Learned

FTL Management Committee Overview

“Project Resources” - 1

Lessons	Impacts	Recommendations
<ul style="list-style-type: none"> The Project Manager was frequently a bottleneck. Need to delegate more project management administrative activities to staff. 	<ul style="list-style-type: none"> Late, and at times, substandard project management deliverables (e.g., meeting minutes, project plans, milestone status updates, etc.). 	<ul style="list-style-type: none"> Contract a full-time functional resource to better leverage existing staff. Appoint a Lead Developer to run development; should not be the Project Manager or Production Systems Manager. Delegate more project management administrative activities to staff. Have Core Team members take turns publishing meeting minutes. Use standard meeting minute templates. Be satisfied with 80-90% accuracy of the meeting minutes in order to publish them in a more timely manner.

Lessons Learned

FTL Management Committee Overview

“Project Resources” - 2

Lessons	Impacts	Recommendations
<ul style="list-style-type: none"> • Need a functional consultant during the design and development phases when we implement new products. This type of resource may have helped determine better methods to use existing COTS functionality. • Without a functional expert, the Project Team (Project Manager, Functional Analysts, Developers) spent an inordinate amount of time researching how to fulfill project requirements. • Project Management understood Oracle Financials, but they lacked knowledge of Time & Labor and didn't possess a detailed knowledge of HR and Payroll processes. 	<ul style="list-style-type: none"> • The Project Manager, Development Manager and project staff were overwhelmed by wearing too many hats. • Project delays and substandard deliverables resulting from being far too thin on resources from the business side, in particular, from Payroll and Accounting. 	<ul style="list-style-type: none"> • Fund a functional consultant for all phases of the project (requirements, analysis, design, and testing phases). • If staff members need to augment project functional needs, reassign their regular responsibilities to others or move the project schedule.

Lessons Learned

FTL Management Committee Overview

“Change Control Process”

Lessons	Impacts	Recommendations
<ul style="list-style-type: none"> • Seemed at times like the project scope changed because we didn't enforce a rigorous enough change control process for all aspects of the project. • Didn't require sufficient justification on why a customization is required. • Abandoned a “key” tenet of the MIS strategy for COTS implementations – minimize customizations and adapt business processes where possible. 	<ul style="list-style-type: none"> • Made a significant number of changes based on a single high-level requirement (we have to do this because of the units decision), when each should have been judged on its own merit. • Changed project course; switched from non exempts to exempts. • Encountered far more issues than normal because we developed a highly customized front end. • Core Team expected perfection and became frustrated. • Significantly increased project cost. • Significantly increased “bugs” and risk, and lessened confidence. • Increased cost of ongoing ERP maintenance. 	<ul style="list-style-type: none"> • Stick to industry best practice of minimizing COTS customization; adapt business processes instead. • Require more rigorous change control process for all levels of change.