City of Seattle

TMG Consulting

NCIS Project Quality Assurance (PQA) Assessment

May 10, 2016

Presenter

Tim Almond, Executive Vice President, TMG

- Expert in CIS, AMI & MDM, call center operation, meter reading operation, software development, services and implementations

- 28 years of experience in IT
  - Data center manager
  - Commercial software product manager
  - 21 years working with utilities

- Hands-on experience with > 20 NCIS-like projects
  - Most as project manager / director / QA Consultant
  - 50:50   Vendor/systems integrator : Client's consultant

Who is TMG?

- DBA Langham Consulting

- 24 years in business

- 32 staff, mean experience of 25 years

- 32 <u>active</u> projects across 22 clients

- Portfolio of 250+ clients, 400+ projects

- Multiple awards for past projects (e.g. small and large CIS award in 2015 and 2016)

- 41% of projects are CIS focused in the municipal utility sector

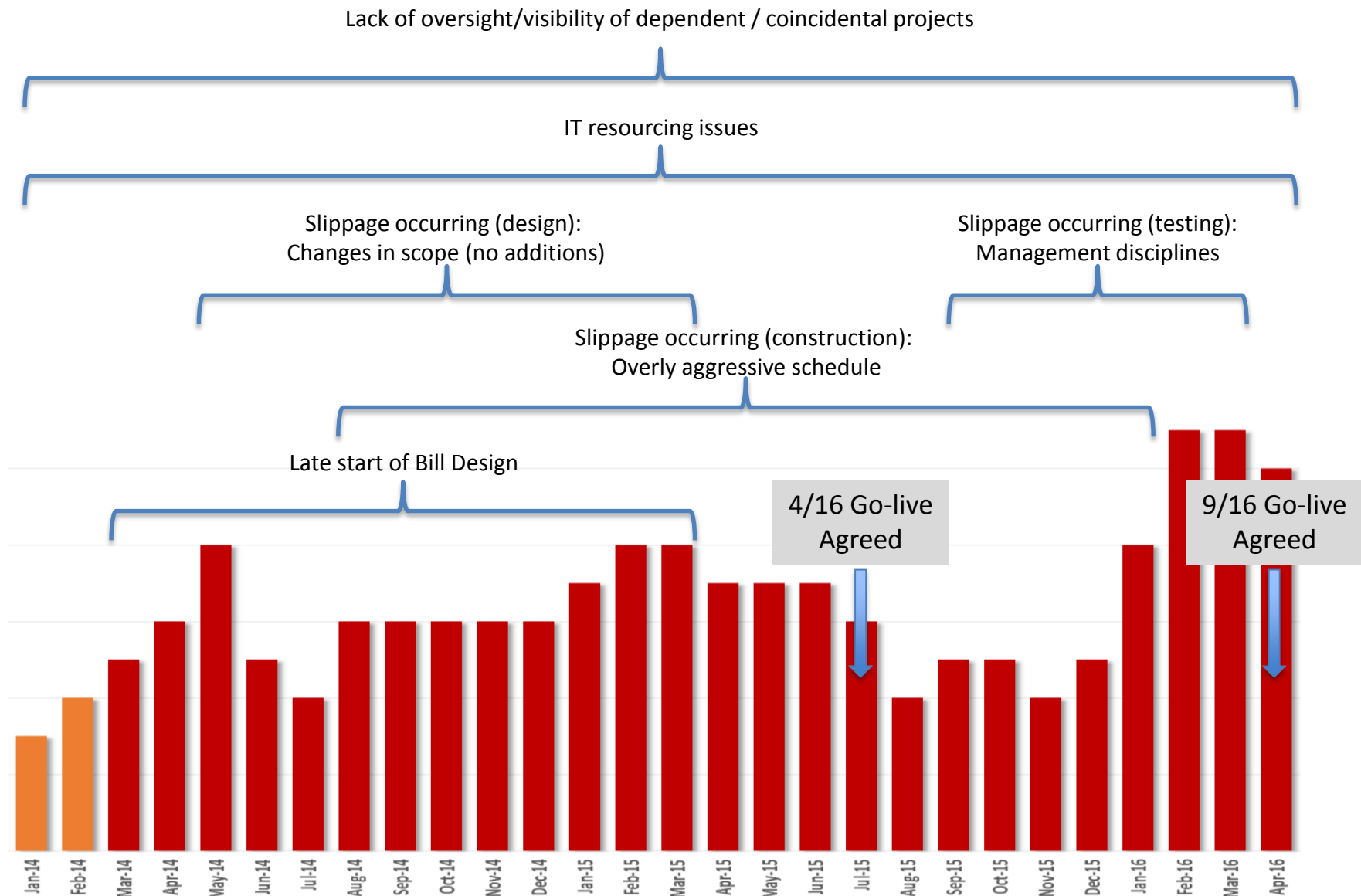- Leverage experience from our other practices to provide PQA Consulting

The PQA Role

- Provides independent / objective reporting to ESC
- Based on confidential interviews, content and quality review of project artifacts, attendance of meetings
- Monthly written and verbal reports
- Risks assessment based on structured methodology
- Assess threat to success based impact, probability of occurrence, imminence
- Recommend plans to reduce threat

- Assessment focuses on utility's definition of project success

Definition of success?

- Improve customer satisfaction

- Improve employee experience

- Standardize and align operations

- Embrace industry leading practices

- Leverage base application capabilities and minimize customizations

- Attain operational efficiency

- On time, within scope and budget

- Meets agreed to quality standards

Historical View – Most significant Risks

Lack of oversight/visibility of dependent / coincidental projects

IT resourcing issues

Slippage occurring (design):
Changes in scope (no additions)

Slippage occurring (testing):
Management disciplines

Slippage occurring (construction):
Overly aggressive schedule

Late start of Bill Design

4/16 Go-live Agreed

9/16 Go-live Agreed

Jan-14 Feb-14 Mar-14 Apr-14 May-14 Jun-14 Jul-14 Aug-14 Sep-14 Oct-14 Nov-14 Dec-14 Jan-15 Feb-15 Mar-15 Apr-15 May-15 Jun-15 Jul-15 Aug-15 Sep-15 Oct-15 Nov-15 Dec-15 Jan-16 Feb-16 Mar-16 Apr-16

Current Risks to Project Success

- **Issues:**
  - Lack of oversight/visibility of dependent / coincidental projects – <u>risk reducing</u>
  - IT resourcing – <u>remains high risk</u>
  - Initial training was too product focused – <u>risk reducing</u>
- **Risks:**
  - Contact Center performance around go-live – <u>risk reducing</u>
  - Remaining testing and undiscovered defects – you don't know what you don't know – <u>risk increasing</u>
  - Conversion balancing – procedures for balancing non-financial items is late – <u>risk reducing</u>
  - Project staff is tired, operational staff are working harder – <u>risk increasing</u>

Recommendations Going Forward

- Continue to engage with dependent / coincidental projects

- Institute governance model and determine support plan for post go-live

- Maintain focus on staff readiness and business transformation

- Plan and verify contact center staffing model pre- and post go-live

- Continue to monitor test and defect correction performance daily. Flex and adapt as required

- Recognize & motivate project and operational staff

- **Maintain focus on project success factors**

Q&A