

NCIS Project Quality Assurance (PQA) Assessment

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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 active 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
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- 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)

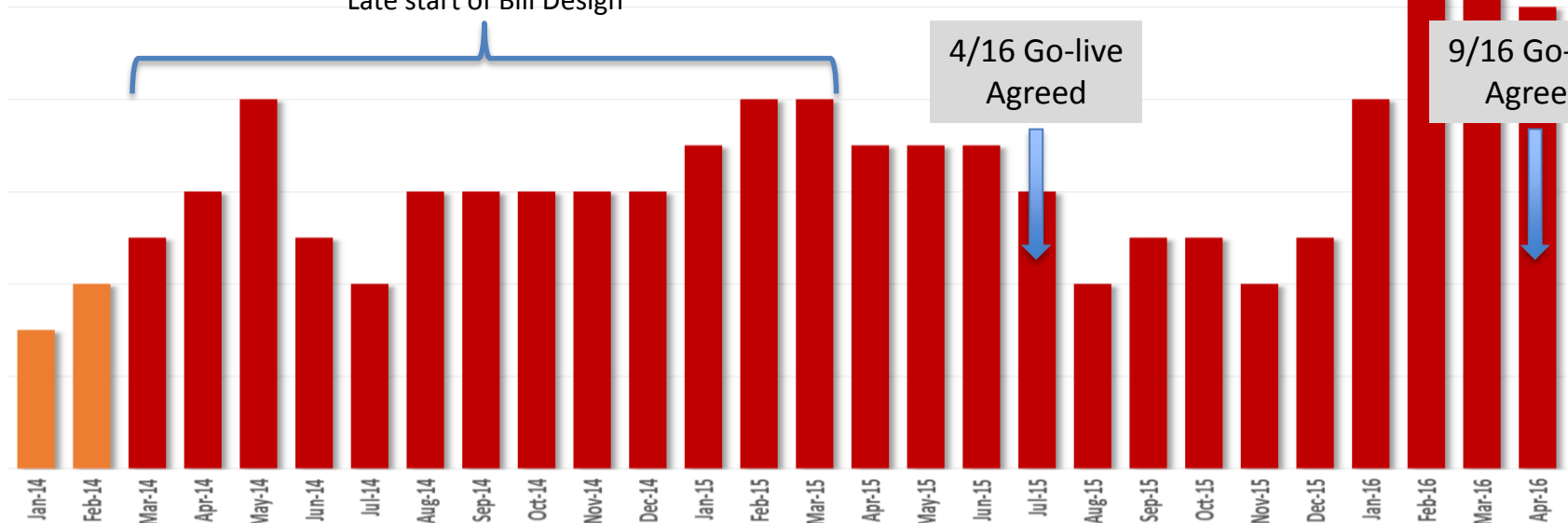
Slippage occurring (testing):
Management disciplines

Slippage occurring (construction):
Overly aggressive schedule

Late start of Bill Design

4/16 Go-live
Agreed

9/16 Go-live
Agreed



Current Risks to Project Success

■ Issues:

- Lack of oversight/visibility of dependent / coincidental projects – risk reducing
- IT resourcing – remains high risk
- Initial training was too product focused – risk reducing

■ Risks:

- Contact Center performance around go-live – risk reducing
- Remaining testing and undiscovered defects – you don't know what you don't know – risk increasing
- Conversion balancing – procedures for balancing non-financial items is late – risk reducing
- Project staff is tired, operational staff are working harder – risk increasing

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