

Conclusions

The financial systems project manager did a good job of developing the charter and managing her own project. However, although she knew about her project's dependency on the credit card project, she took a hands-off approach to it until it was in trouble.

It was a good idea to include the project manager from the credit card project in the steering committee meetings. However, the financial systems project charter should have included key elements of the charter for the credit card project, including critical milestones, scope, and resourcing.

This story illustrates how critical the project charter is. It allows the company to define expectations, measure progress, assess priorities, assign the right resources at the right time, and communicate as needed with the company.

Prior to starting the financial system project, the project manager and five others spent a full month developing the detailed charter. It seems like a big investment, but as a result of the detailed planning, her six-month project with thirty resources finished on time and on budget.

A project charter should include a detailed list of what is and is not in scope for the project. This preparation would have prevented the credit card team from going off on a tangent, developing capability for a new credit card brand, when they should have been focused on the development of the credit card functionality and interface that were required by the go-live date. At a minimum, scope defined in a charter would have allowed Steering Committee to discuss the branding need, the impact of that effort and the implications on the other project.

An observation – it is interesting to see what decisions management will make when determining whether or not to allow the system to go-live.

The credit card project manager had been certain that management would not allow manual entries to be used temporarily and that only the expected interface would do. However, management decided that the large volume of manual entries was worthwhile temporarily, in order to meet the deadline. 

Debbie Gallagher is a Manager, Solutions at Deloitte & Touche LLP, Toronto. She can be reached at (416) 643-8767 or dgallagher@deloitte.ca.

[Debbie's previous "Project Management Tales" are available on her personal web site: www.gallaghers.ca/debbie.]

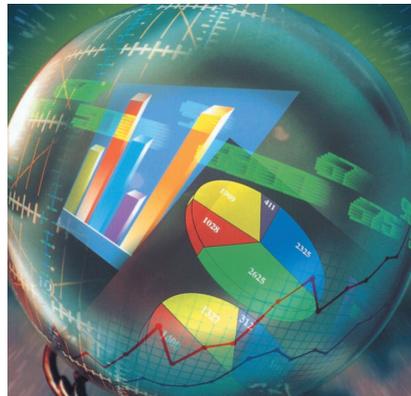
Business Intelligence on Demand!

Attend the NGS-IQ Seminar in Mississauga on 6/17/03

Your managers and users rely on you to ensure timely, usable data and reports are available for their analysis, decisions and planning. Add in the demands of customers, vendors and partners, and you have a serious challenge. But, obtaining management commitment and support for a business intelligence project is often difficult.

NGS' half-day seminar can assist you in securing management endorsement to guarantee success. This seminar will:

- Examine the barriers you may face
- Provide strategies for support
- Review measures to calculate ROI
- Identify financial returns from BI



We'll show you NGS-IQ in action and how it addresses your needs for:

- Enterprise Reporting, Ad Hoc Query
- On-Line Analytical Processing
- Data Warehouse Development
- Integrated Security & Meta Data

You'll also see how NGS-IQ quickly, easily and securely connects your iSeries, Microsoft Office and Web users to critical business data.

Register to attend the **NO COST** NGS-IQ seminar in Mississauga at: www.ngsi.com

To request product info or a Web demo: 1-800-824-1220 or sales@ngsi.com

NGS[™]
NewGeneration
Software, Inc.



NGS-IQ is a trademark of New Generation Software. All other trademarks are the property of their respective owners.