

## Epilogue

At the end of the project, Standard was generally pleased with the work done by Acme Consulting resources. However, they were very unhappy with the work done by the sub-contractor. In addition, when there were problems with the custom work, Standard called the Acme Consulting project manager, who had to refer them back to the sub-contractor.


## Conclusions

Although the project manager had a queasy feeling about the complaints regarding the sub-contractor at the previous client, he ignored them because there were other references. That queasy feeling was an intuitive risk assessment and should not have been ignored. The project manager could have inquired further about the vague complaints at the previous client, and made a more informed decision about whether or not to use the sub-contractor at Standard Limited. The sub-contractor assumed

that Acme would use her for all of the implementation work because, had no specific agreement had been made. Acme Consulting could have used the sub-contractor during the sales process and paid her for her time instead of agreeing to put her on the implementation project. Alternatively, a different resource could have been used, perhaps a different sub-contractor, or an Acme Consulting resource from another city or country.

Once Acme Consulting did decide to use the sub-contractor, she should have been managed more rigorously from the start. For example, a written agreement should have been drafted, covering the amount of work that was awarded to her, the methodology to be used, the quality of work expected, and how it would be measured. The agreement should have also specified how to terminate the sub-contractor in the event that the work delivered did not meet the standard required by the client.

The sub-contractor should have been specifically prohibited from presenting her own staff to work on other projects at the same client. The confusion caused by this practice led to a lack of satisfaction with Acme Consulting that was not directly attributable to Standard's own work.

In retrospect, the project manager said he made too many allowances for the sub-contractor, and should not have "fluffed off" his vague feelings of discontent with the sub-contractor's work at the previous client. 

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

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