

NED Project Assessment

Customer Update
02/17/2015



Summary

- BPA's EE and IT organizations regret what has happened and are committed to doing what's necessary to launch a quality system
- The NED project requires rework to deliver the quality product you and BPA expect. Rework includes:
 - Software platform reset
 - Refined project team and approach
- NED will not launch this fiscal year.
- BPA will leverage business and user requirements, but must select new technology platform

Background

- Project sponsors from EE and IT had concerns:
 - Schedule was slipping
 - Costs were increasing
- To assess project risks, the sponsors (EE and IT) asked for a project assessment, performed by an independent BPA IT team
- Goal: Identify improvement opportunities, mitigate risks, and resolve issues to ensure alignment with project scope, schedule and budget targets

Project Review

**Review and
Assess Project
Deliverables**



**Conduct
Interviews**



**Analyze,
Compile and
Present**

Business Case
Goals & Objectives
Project Management Plan
Project Deliverables Map
Risks and Issues Log
Alternatives Analysis
Business Requirements
Functional Requirements
System Design Spec

Project Manager
Sponsor Team
IT Project Team
Business SMEs

Technical Assessment:
ISO 25010

Approach
Deliverables Assessment
Who Was Interviewed
Observations
Technical Evaluation
Recommendations &
Next Steps

In Detail

FINDINGS

Discoveries

Technology Issues

The software platform was not thoroughly evaluated for federal regulatory requirements (i.e. Security) and is not appropriate or cost effective.
Programming done to date does not adhere to best practices.

Resource Issues

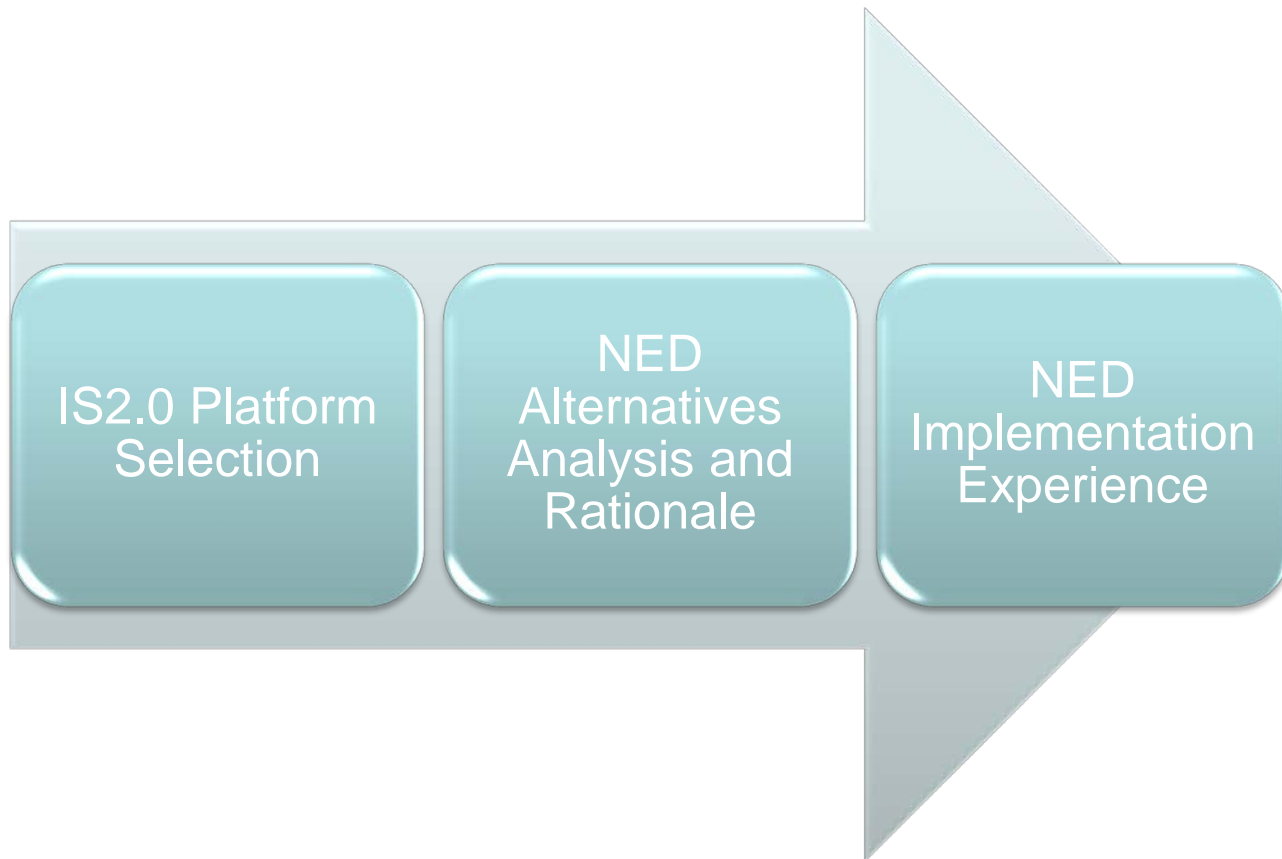
Both EE and IT assigned staff that were over utilized and spread too thin.
Too much context switching hampered effective contribution.
Some staff did not have an ideal skillset for this project.

Decision Making and Cultural Issues

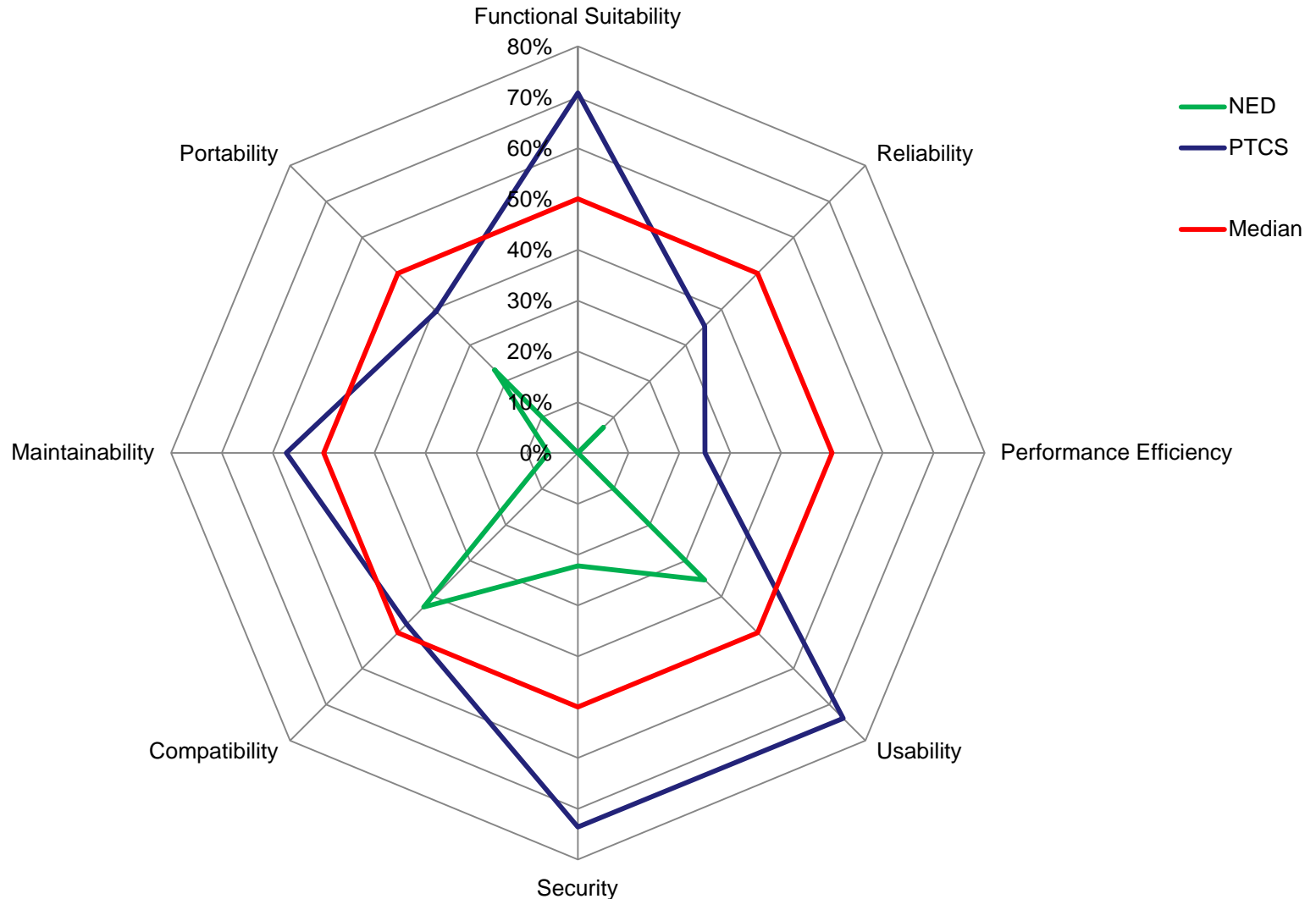
Silos within EE and IT combined with insufficient empowerment and unclear accountability created problems with consensus and decision making.

Staff turnover also created significant issues for development progress.

Software Platform



Technical Assessment (PTCS and NED)



How was this missed?

- The problems were difficult to detect on the surface:
 - It appeared that functionality was being delivered as promised
 - Schedule kept slipping and the budget kept growing which escalated concerns from sponsors to initiate an assessment
- Under the surface the development methodology was creating an inferior product that was taking too much time and too much money to develop
- If it was launched it would have been difficult to use, operate and maintain
- This is a major mistake. Ideally, this would have been caught in the project's initiation phase
 - BPA's IT PMO has implemented additional rigor in the Alternative Analysis phase.

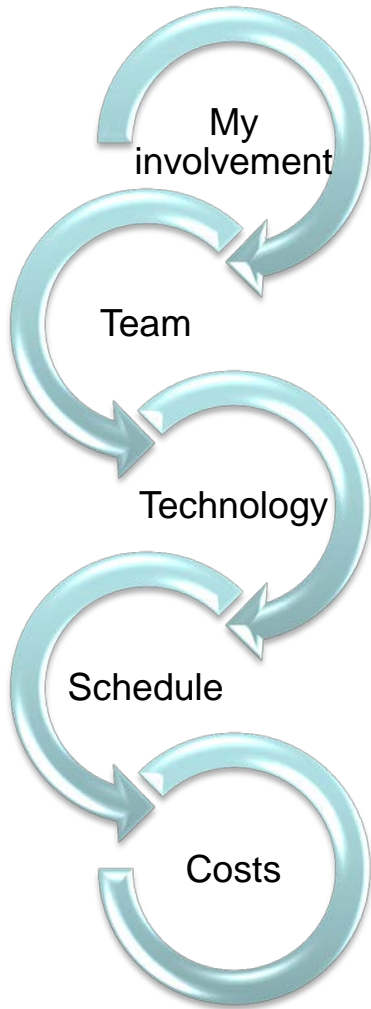
What this means? What will change? What happens next?

IMPLICATIONS

How will we avoid making the same mistakes?

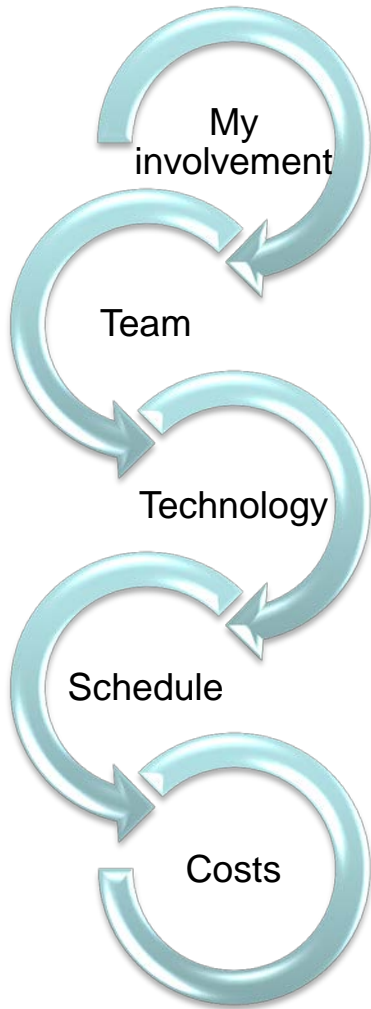
- BPA's CIO and VP of EE take full responsibility and are prepared to take necessary action to correct this situation
- Going forward, we are 100% allocating and co-locating a joint EE-IT project team
- We will have regular process checks from SMEs outside of the project team to ensure compliance with development best practices
- We are instituting a new decision making process with more empowered staff

Implications



- Discoveries more serious than anticipated
- Launch is delayed. Will not go live this rate period
- Not starting over
 - Leverage requirements, design and user inputs gathered
 - Reassess alternatives. Select best-fit, best-buy platform, informed by learnings from technical assessment

Implications



- Support IS2.0 through NED launch
- Project investment costs will be higher, due to need to adjust course
 - \$1.6M spent to-date on NED.
 - Working to maximize leverage of work to-date
 - Total cost will be estimated after alternatives analysis
- To dedicate team, will need to reprioritize or sequence competing work
- UET essential to future success

Looking Forward

