

Case Study: Methodology and Maturity Assessments

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Consultative approach to project management through assessments and recommendations.



Situation

A large U.S. financial institution with over \$40 billion in assets was struggling with project management execution and Software Development methodology selection. VMC Consulting was contacted to help the company investigate and determine which software development methodology to use. The client indicated they were having trouble with delivering projects on time and meeting the quality standards of their internal customer. They also sought greater information on methodology selection for project management and development standards. VMC Consulting worked with the client to understand their needs and helped the customer understand that a Software Methodology Assessment in conjunction with a Project Management Maturity assessment should be conducted.

After a successful RFP and interview process, both the Methodology and Maturity Assessment projects were awarded to VMC Consulting.

Solution

VMC's approach started with a kickoff meeting where stakeholders, projects and executive sponsors were identified. A team of software engineers, business analysts and project managers were assigned to the assessment teams to apply project management best practices to the process. The client was initially using a Waterfall methodology, but needed to determine if they should be using Agile development practices instead. With detailed experience managing teams using both Waterfall and Agile, VMC Consulting was able to assess the client's needs, and make recommendations.

VMC Consulting kicked off the Project Management Maturity Assessment by interviewing all appropriate parties, using VMC's proprietary maturity assessment tool, which is based on the capability maturity model framework. Interviews were conducted on-site with follow-up interviews for additional learning, both in person and via telephone. After the results were gathered, VMC conducted the analysis and summarized the results for both assessments.

Following a philosophy of conducting assessments as an objective third-party, VMC Consulting evaluates every part of the business, determining the strengths and weaknesses, and providing a vendor neutral perspective for solutions. This allows for a clear view of the current state and a roadmap for organizational improvement.

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Success

After reviewing the assessment results, throughout the nine Project Management Body of Knowledge (PMBOK) knowledge areas, it was clear this client had the largest opportunity for improvement with tracking and optimizing time, cost and risk. The recommended solution for the appropriate software development methodology was tailored to satisfying these opportunities for improvement. After detailed analysis, it was clear that the client needed both Waterfall and Agile methodologies in their toolbox. By making these changes, the client would experience a 40% growth in maturity. Specific to the Software Development Lifecycle, based upon the findings, VMC Consulting recommended creating a SDLC decision matrix where an appropriate methodology would be selected based on the needs of the project. In addition, VMC recommended strengthening the Waterfall methodology through training, consistent practices and appropriate documentation.

The Project Management Maturity Assessment illustrated that it was clear the client needed to put in place the right processes and tools to support the tracking, management and planning of time, cost and risk. The recommendation included an end to end process whereby a project was managed from inception to closure and continuous ROI review.

The client was very satisfied with the thorough assessment process and detailed findings and recommendations reports. Conducting two key assessments simultaneously allowed the client to make informed and integrated decisions about the future of project management and methodology utilization within their organization. The client retained VMC Consulting to help improve Waterfall practices, conduct training for the development staff. Additionally, to make inroads in enhancing project management maturity, the client hired VMC Consulting to lead a follow on project for process improvements in project management procedures, PM training, and project management tool sets.

About VMC

VMC is a technology consulting company providing development, integration and quality assurance, IT outsourcing and customer care solutions to businesses, providing a competitive advantage through the effective application of people, process and technology. Using an integrated PMO methodology and world-class talent and resources, VMC delivers targeted solutions for the unique business needs of our customers.

By tailoring solutions to address specific business challenges, VMC becomes a true partner for reaching high performance business goals. VMC is positioned to help through both consulting and outsourcing that delivers results. Our value is in our blend of proven experience, skilled expertise and defined thought leadership.