

University of Maryland

# Project Management Symposium

*NEXT SESSION*

## Look Out! Avoiding Minefields to Ensure Program Success

Mary Baggett

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PROJECT MANAGEMENT  
CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING  
Civil & Environmental Engineering Department

This session will be recorded.

# Project Management Symposium

## Look Out! Avoiding Minefields to Ensure Program Success

Dr. Mary K. Baggett



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# Agenda

- Federal vs Commercial
- Constraints
- Examples
- Scope/Cost/Time
- Governance/Risk/Stakeholders
- Causes of Minefields
- Questions



# Federal Programs vs Commercial

	Federal	Commercial
Stakeholders	Military, Civil Service, Political Appointees, Congress, GAO, DOD, DCAA Members, End User	Executives, Members, End Customer
Mission	Non-Financial	Financial
Governance	Usually mandatory	More Flexible
Funding	Appropriation cycles	Internal investments
Compliance	Complex: FAR, DFAR, regulatory, etc	Less complex: SOX, etc
Bureaucracy	Burdensome	Agile
Timeline	Lengthy	Short

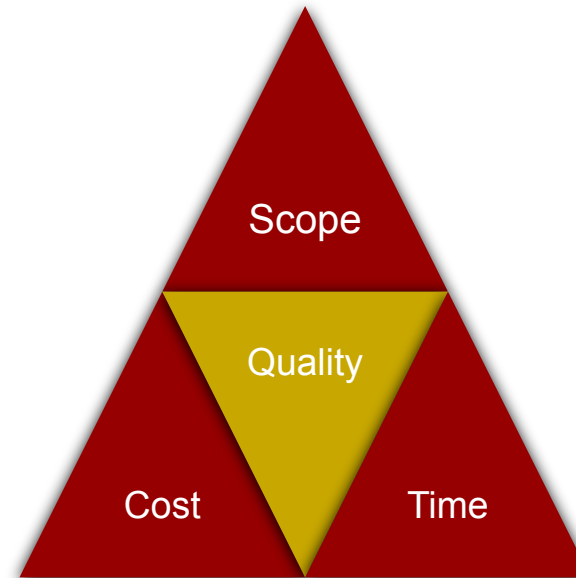
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# Constraints Triangle

Must use critical thinking skills to look beyond standard constraints of scope, cost, and time





# Federal Poor Program Management

- Alaska “Bridge to Nowhere” - \$223M
  - Extremely poor ROI; eventually cancelled
- Defense Travel System (DTS) Modernization – \$374M
  - Cancelled mid-way through deployment
- Secure Border Initiative (SBI)net) - \$1B
  - Cancelled; Technology not ready
  - additional \$500M loss by predecessor program



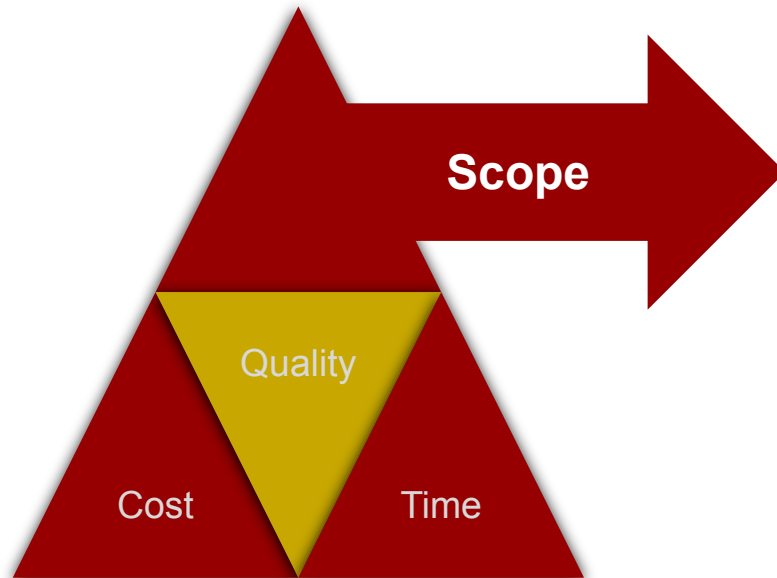


# Commercial Poor Program Management

- Revlon SAP – \$64M in lost sales
  - Two-year rollout, shareholder lawsuit
- Knight Capital Group - \$440M in less than 1 hour
  - Software update untested; company put out of business
- Boeing 737 Max - lost lives and \$20B+
  - Cut corners to compete with Airbus A320 Neo
  - Still trying to recover reputation and financially



# Constraints



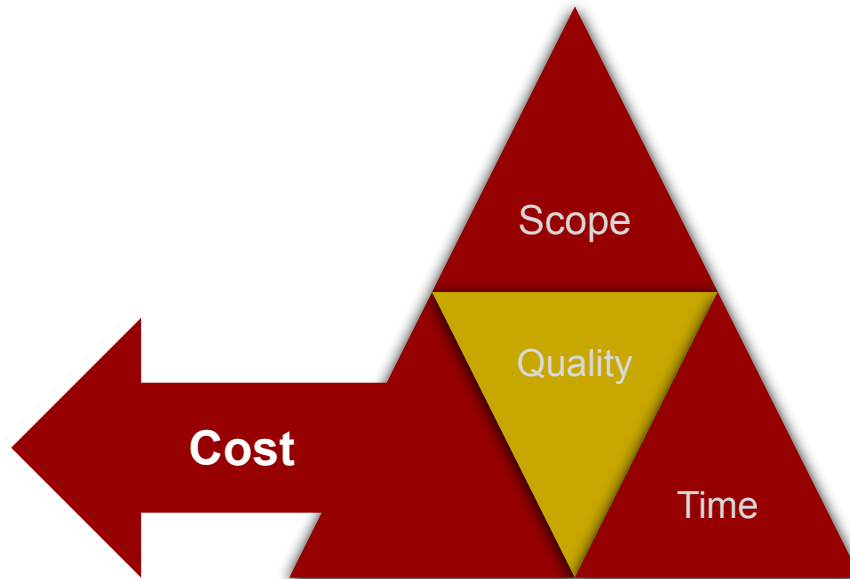
- Outcomes defined
- Subcontracts
- Change Management
- Contract Type
- Manage Benefits





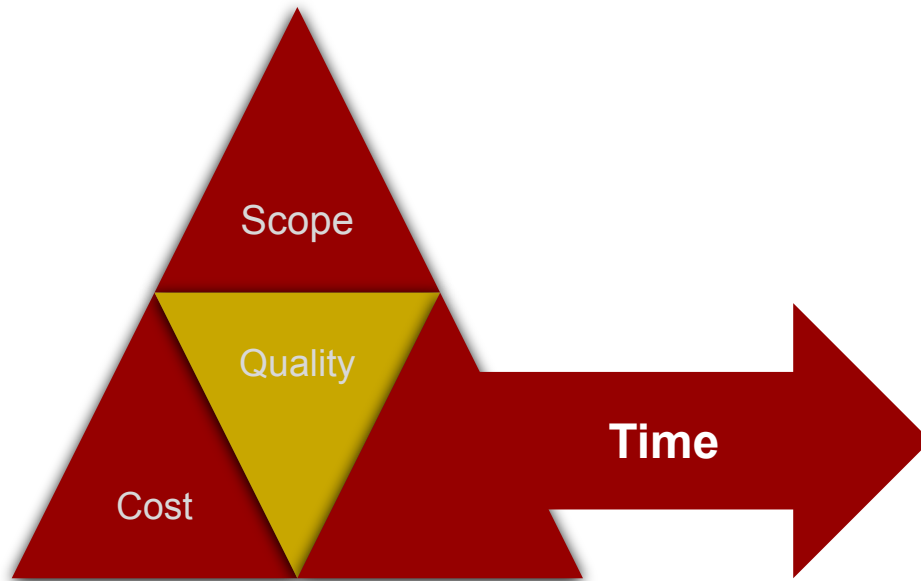
# Constraints

- Requirements Creep
- Resource Burdens
- Subcontractors
- Schedule Slip
- Appropriation Cycles





# Constraints



- Milestones
- Roadmaps
- Integrated Schedules
- Dependencies
- Resource

Availability



# Governance

## Decide/Understand Up Front

- Contract Requirements
- Framework
- Methodologies
- Processes & Procedures
- Communicate
- Rolling Training for Teams





# Risks and Opportunities

## Single Most Important Activity

- Document
- Analyze
- Mitigate
- Exploit
- Through Entire Program, not just Startup
- Joint Effort
- Top Down and Bottom Up





# Stakeholders

## Stakeholder Management is Critical

- Military
- Civil Service
- Political Appointees
- Congress
- GAO
- DCMA
- *Executives*



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# Causes of Program Minefields

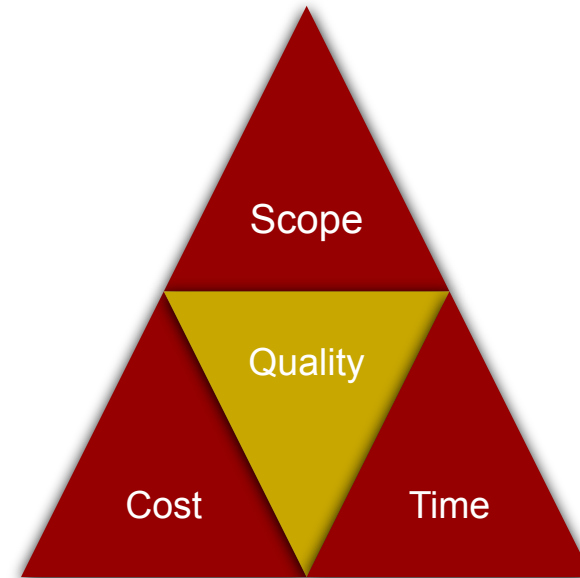
- #1 Cause = Unprepared Leadership
- Poor Understanding
- Poor Planning
- Poor Communications
- Poor Change Management
- Poor Risk Identification/Mitigation
- Poor Benefits /Stakeholder Management



# Constraints Triangle

***Must use critical  
thinking skills to  
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# Questions?

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 **Thank You!**





# Evaluate Session

