FBI VIRTUAL CASE FILE – PROJECT MANAGEMENT ANALYSIS

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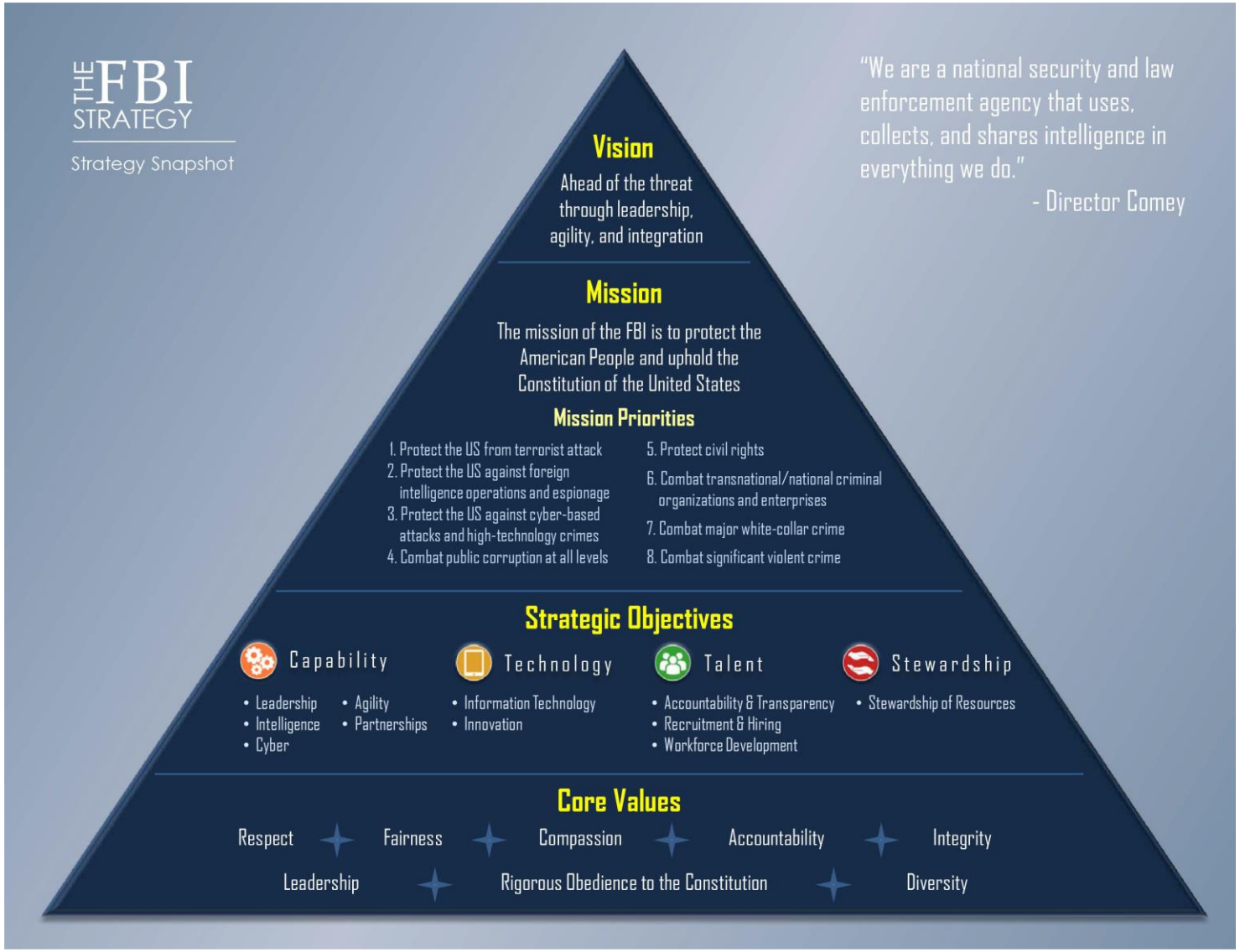
Agenda

- Project Overview
- Project Management Documents
  - Project Charter
  - WBS/GANTT Chart
  - RACI Matrix & MOM
  - Project Status Report
  - Budget Report
- Risk Management
  - Ishikawa Diagram
  - Pairwise Comparison
- Problems Identified
- References

ABOUT FBI


THE FBI STRATEGY
Strategy Snapshot
"We are a national security and law enforcement agency that uses, collects, and shares intelligence in everything we do."
- Director Comey
Vision
Ahead of the threat through leadership, agility, and integration
Mission
The mission of the FBI is to protect the American People and uphold the Constitution of the United States
Mission Priorities
1. Protect the US from terrorist attack
2. Protect the US against foreign intelligence operations and espionage
3. Protect the US against cyber-based attacks and high-technology crimes
4. Combat public corruption at all levels
5. Protect civil rights
6. Combat transnational/national criminal organizations and enterprises
7. Combat major white-collar crime
8. Combat significant violent crime
Strategic Objectives
Capability
• Leadership
• Intelligence
• Cyber
• Agility
• Partnerships
Technology
• Information Technology
• Innovation
Talent
• Accountability & Transparency
• Recruitment & Hiring
• Workforce Development
Stewardship
• Stewardship of Resources
Core Values
Respect
Fairness
Compassion
Accountability
Integrity
Leadership
Rigorous Obedience to the Constitution
Diversity

AMBITION OF THE FBI TRILOGY PROJECT

Upgrade software and hardware for FBI agents.

Upgrade the FBI's network infrastructure.

Upgrade the FBI's case management system (VCF) to enable better access to, and sharing of, case-related information across the FBI.

PROJECT TIMELINE

2000

- *Congress provided $379.8 million for FBI IT Upgrade Project*

2001

- *Congress provided additional $78 million*
- *Dyncorp awarded $51 million for infrastructure projects*
- *SAIC awarded $14.7 million for software upgrades*
- *Robert S. Mueller appointed as FBI director*
- *Robert Chiaradio & Agent Depew hired*
- *Need for new DB system raised*
- *FBI told SAIC to develop VCF*

2002

- *FBI requested $70 million from Congress;$78 million approved*
- *Sherry Higgins hired = Office of Program Management*
- *SAIC engineers defined new system requirements for VCF*
- *Patton hired by SAIC to review VCF documents*
- *Congress increased funding ($123.2 million)*

2003

- *SAIC worked on change submitted by FBI*
- *SAIC delivered prototype VCF with 17 deficiencies*

2004

- *Dyncorp delivered Trilogy's infrastructure 2 years behind schedule*
- *Aerospace Corp asked to evaluate VCF*
- *Higgins and Depew quit*

2005

- *Aerospace issued report on VCF*
- *VCF project ended while still in development stage*
- *Cost nearly $170 million*

BEST PROJECT MANAGEMENT PRACTICES

The Manager, The Organization & The Team - Project Charter

A STANDARD FOR ENTERPRISE PROJECT MANAGEMENT

PROJECT CHARTER

Date: 09/02/2016	Initiated by: Michael S. Zambruski
Project Summary Details	
Project Name:	FBI Virtual Case File
Project ID:	B14-04
Project Priority:	High
Customer Name:	FBI
Project Start Date:	09/02/2016
Planned Project End Date:	12/02/2016
Approved Budget:	N/A
Project Staffing Level (Total Person Months):	2.1
Project Personnel	
Project Sponsor(s):	Michael S. Zambruski
Business Owner(s):	Michael S. Zambruski
Project Manager:	Shatakshi Narayan
Other Key Personnel:	Garima Rawat, Jyothsna Chivukula, Meghana Kasula, Kokila Dular, Sofia Arora and Shweta Balasubramanian

Scope and Objectives:

The team is responsible for studying the project case study in depth and analyze the key points that led to the failure of FBI Virtual Case file. It will also perform the gap analysis between AS-IS and TO-BE state and recommend the viable solutions.

Key Objectives:

1) Analyze the problems and issues associated with the failure of the project
2) Indicate the biases present.
3) Recommend the solution that could have avoided the failure.

Organizational Relationships (Roles and Responsibilities):

1) The Project Manager is responsible to lead and supervise the team work and is also accountable for this project. PM ensures that all the timelines are met and deliverables are completed as planned.
2) Each member of the group is responsible to complete the tasks assigned and get the sign-off from Project Manager.
3) Michael S. Zambruski will be consulted (if any issues) and informed every week.

A STANDARD FOR ENTERPRISE PROJECT MANAGEMENT

Key Dates or Milestones:

09/07/2016 - Kick-Off Meeting
09/16/2016 - Project Research
09/23/2016 - WBS Completion
10/03/2016 - Charter
10/12/2016 - Revised Charter
10/13/2016 - M/S project Plan - First Draft
10/18/2016 - Review of Project Phase 1
10/20/2016 - M/S project Plan - Final Draft
11/10/2016 - Review of Project Phase 2
11/24/2016 - Initial Presentation
12/02/2016 - Final Presentation

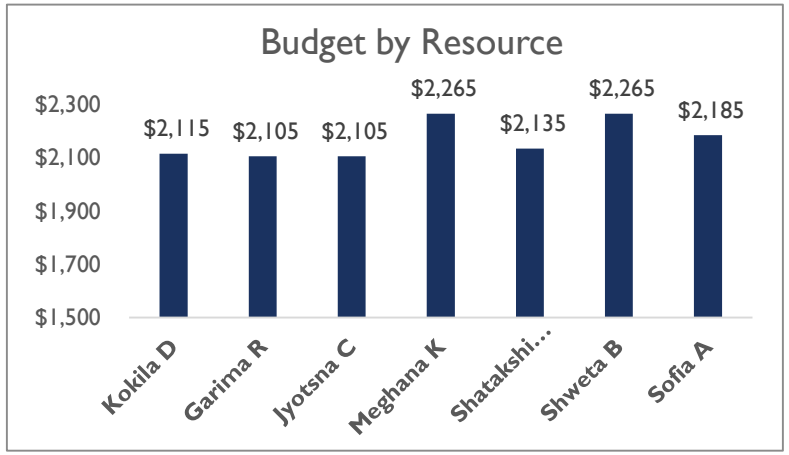
Approvals:

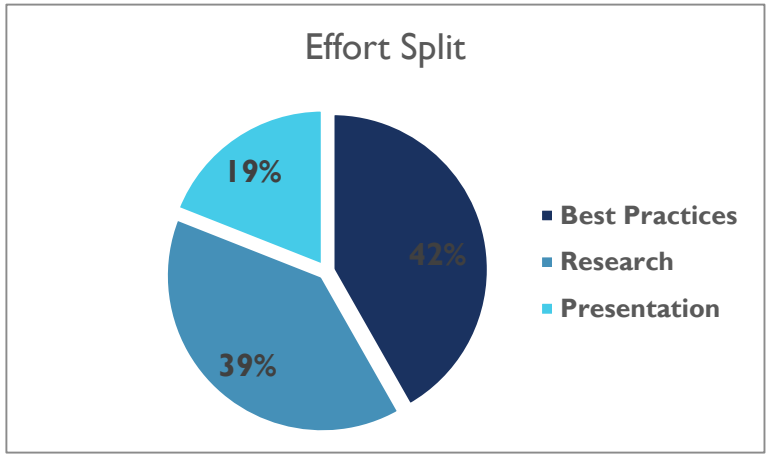
Date: 10/07/2016 Signature: Michael S. Zambruski

	Priority Matrix		
	High (Most Constrained)	Medium (Some Constrained)	Low (Least Constrained)
Scope	X		
Cost			X
Time		X	

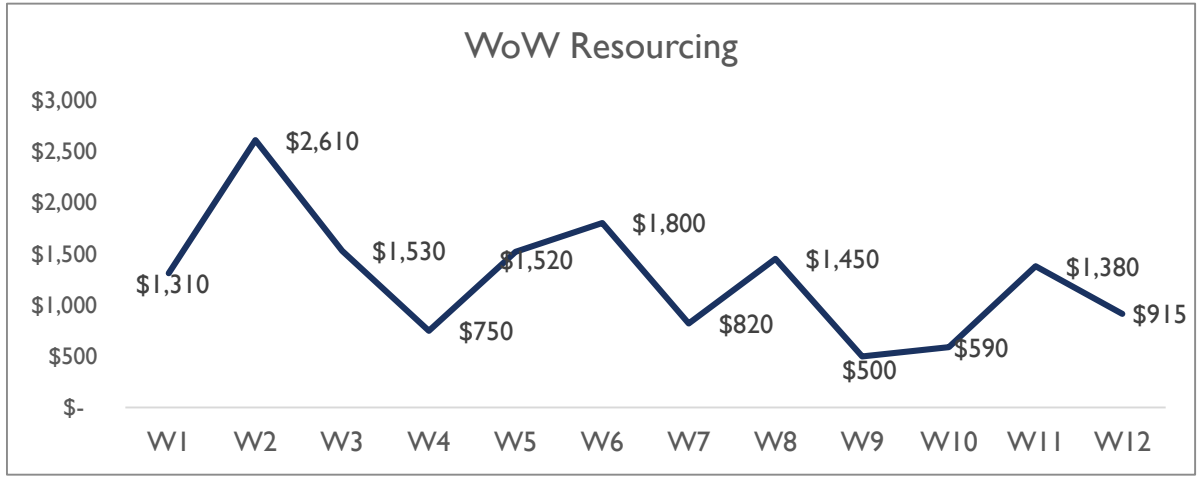
Project Charter

Budgeting the Project - Budget Report





✓ **Actual Cost:** $15,175

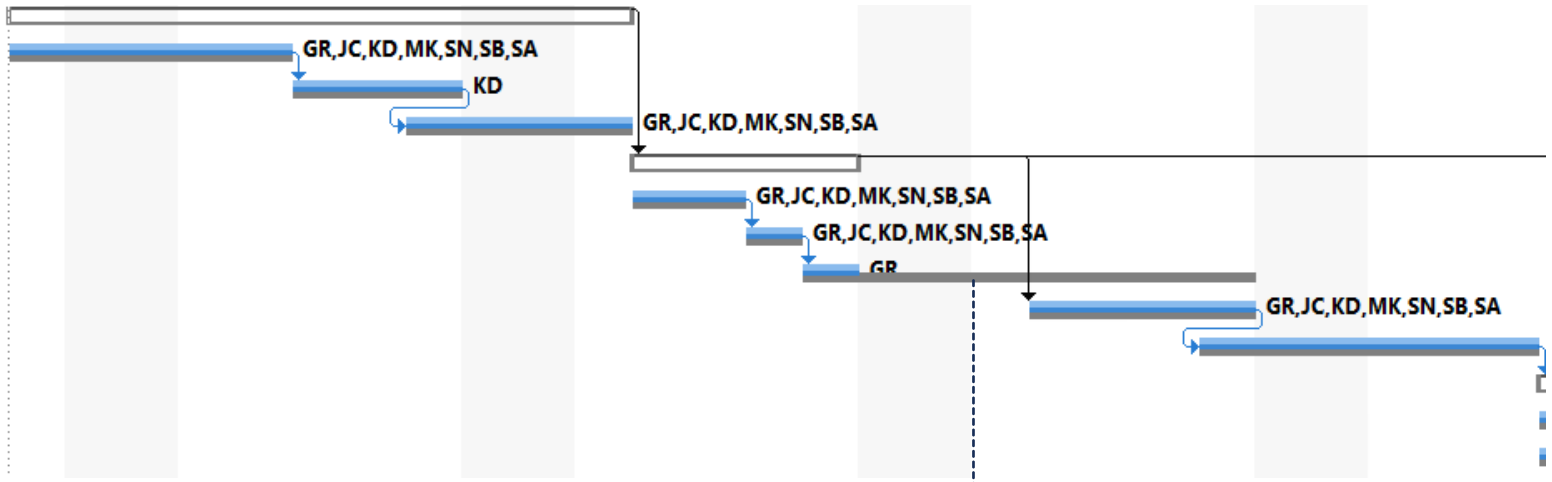


Budget Estimate

Project Manager salary: $50 /hour **Graduate:** $40 /hour **Undergraduate:** $30 /hour

Scheduling the Project & Allocating Resources -WBS/GANTT Chart

✓	100%		1 Research
✓	100%		1.1 Self Research/Reading
✓	100%		1.2 Article consolidation on the drive
✓	100%		1.3 Meet to discuss
✓	100%		2 Create WBS
✓	100%		2.1 Identify the tasks
✓	100%		2.2 Identify roles and responsibilities
✓	100%		2.3 Document the Work Breakdown Structu
✓	100%		3 RACI Matrix
✓	100%		4 Gantt Chart
✓	100%		5 Charter
✓	100%		5.1 Purpose & Objective
✓	100%		5.2 Overview & Schedule



23	✓	100%	8 Presentaion Work	29 days	Mon 10/24/16	Thu 12/1/16	22
24	✓	100%	8.1 Identify key points from research done	5 days	Mon 10/24/16	Fri 10/28/16	Garima Rawat,Jy
25	✓	100%	8.2 Finalize template	3 days	Mon 10/31/16	Wed 11/2/16	24 Garima Rawat,Jy
26	✓	100%	8.3 Division of work for creating slides	8 days	Thu 11/3/16	Mon 11/14/16	25 Jyothsna
27	✓	100%	8.4 Collation of Slides	5 days	Tue 11/15/16	Mon 11/21/16	26 Kokila Dular
28	✓	100%	8.5 Feedback and Incorporate Changes	4 days	Tue 11/22/16	Fri 11/25/16	27 Garima Rawat,Jy
29	✓	100%	8.6 Preparation of presentation for final da	4 days	Mon 11/28/16	Thu 12/1/16	28 Garima Rawat,Jy
30	✓	100%	9 Final Presentation	1 day	Fri 12/2/16	Fri 12/2/16	23 Garima Rawat,Jy

Baseline

MPP_Team04.mpp

Control & Monitor - Project Status Report

Business-Level PROJECT STATUS REPORT

Project Name	FBI Virtual Case File	Executive Sponsor	Michael S. Zambruski
Period Covered in This Report	4 Nov – 11 Nov	Business Process/Functional Lead	Michael S. Zambruski
Project Priority	Medium	Project Manager	Meghana Kasula
Project ID	B14-04	Technical Lead	Sofia Arora

I. PROJECT DESCRIPTION (Summary of key deliverables and anticipated benefits)

Analyze failure, gaps and suggest recommendations in FBI Virtual Case File

R	*out of scope, overdue, and/or exceeding resources*
Y	*risk to planned scope, schedule, or resources*
G	*on target for scope, schedule, or resources*

II. PROGRESS vs. PLAN	Status Color	Original Target	Current Target	Variance	Comments
A. Resources to Date					
Total Funding ($K)	G	15.175	15.175	0	
Staffing (FTEs)	G	7	7	0	
Procurement ($K)	G	0.1	0.1	0	For the Required Material
B. Schedule Dates					
Charter Signed	G	7 October	7 October	0	Completed
Project Started/Kick-off Held	G	9 September	9 September	0	Completed
Requirements & Plan Completed	G	16 September	23 September	7 days	
Identify solution and collate the slides	G	18 November	18 November	0	Not yet started
Final Presentation	G	2 December	2 December	0	Upcoming event
C. Project Scope					
Original Scope unchanged	G	Unchanged		0	
-OR- Scope Changed & Approved					

III. RISKS (Summary of current and anticipated concerns that jeopardize the project scope, schedule, or resources, where escalation may be needed.)

Project Status Report

Control & Monitor - RACI Matrix and Meeting Practices

Task Name	Kokila D	Garima R	Jyothsna C	Meghana K	Shatakshi N	Shweta B	Sofia A	Mike Z
Research								
Create WBS								
RACI Matrix								
Gantt Chart								
Charter								
Final Charter								
M/S project Plan								
Presentaion Work								
Final Presentation								

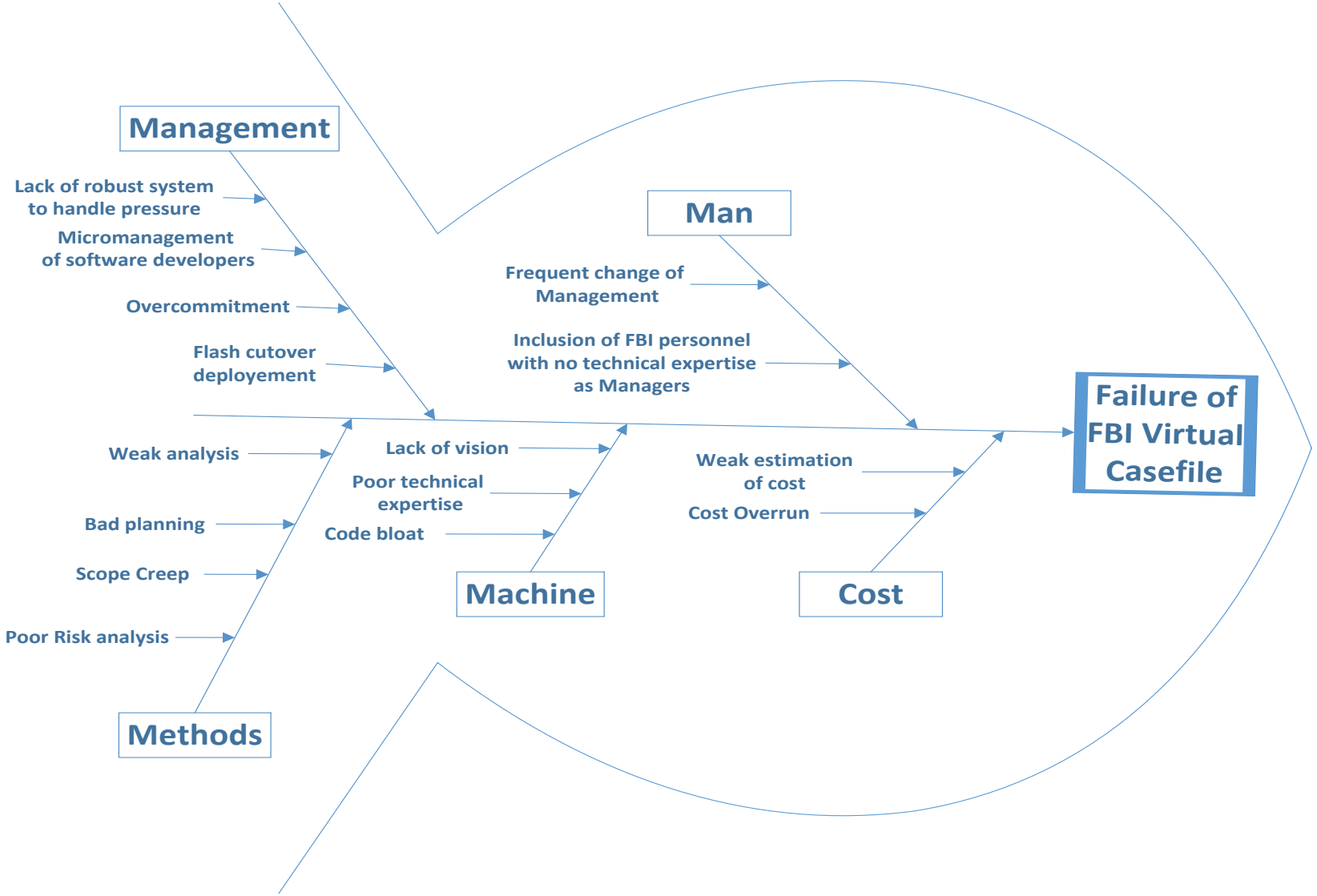
Project Manager	Status Check for Submissions & Class Reads										
	9-Sep	16-Sep	23-Sep	30-Sep	7-Oct	14-Oct	21-Oct	28-Oct	4-Nov	11-Nov	18-Nov
Kokila D											
Garima R											
Jyothsna C											
Meghana K											
Shatakshi N											
Shweta B											
Sofia A											

Meeting Date	3rd October, 2016
Attendees	KD, GR, MK, SA, SN, SB, JC
Project Manager	Jyothsna
Agenda	1. Update Project Charter
	2. Update WBS
	3. FBI Research Progress
Action Items	1. PM send updated Charter
	2. Watch MPP video

RACI Matrix

PROJECT ACTIVITY AND RISK PLANNING

Ishikawa Diagram



Pairwise Comparison

- Pairwise comparison is one of the methods used for prioritization.
- In a Team setup, Points are calculated for prioritized items by voting from the team members.
- The team would prioritize the projects, issues based on the points each item obtained.

INSTRUCTIONS:

Label each item A through F below with a name or description of the problem, risk, etc. to be compared

- **A =** Changing requirements and specifications (2)
- **B =** Repeated turnovers of management (4)
- **C =** Unrealistic time frame (3)
- **D =** Technology Incompetence (6)
- **E =** Lack of trained management (5)
- **F =** Budget constraint (1)

Now compare each item to one other item using the table below:

- Discuss each pair among all team members -- e.g., A vs. B, A vs. C, etc.
- Once a consensus is reached, put the letter of the more important item in the cell.
- In the Sum Total column, tally the number of times the letter for that row was selected.
- In the Rank column, indicate each letter's rank based on its sum total.

	A	B	C	D	E	F	Sum Total	Rank
A							4	2
B	A						2	3
C	A	B					2	3
D	A	B	C				1	5
E	A	E	C	D			1	5
F	F	F	F	F	F		5	1

Issue Risk Log

Department	Risk No.	Risk Description	Identified By	Date Entered in the Log	Impact on Success	Likelihood of Occurrence	Action Plan [Assignee]	Ready Status	Progress as of mm/dd/yy
								R	= less than 50% READY
								Y	= 50-75% READY
								G	= greater than 75% READY
Management Team	1	Changing Requirements & Specifications	Sofia & Shweta	9/9/2016	High	Medium	Set up a meeting to analyze the risks identified and it's effects on the failure. Identified roadblocks in communication	Y	Details incorporated in final presentation
Management Team	2	Repeated turnover of management	Meghana & Jyothsana	9/23/2016	Medium	High	Analyze how managements dealt with the consequences of previous managerial disasters	Y	Details incorporated in final presentation
Management Team	3	Unrealistic timeframe	Shatakshi & Shweta	9/16/2016	High	Medium	Analyze the critical path and slack time	Y	Details incorporated in final presentation
IT Team	4	Technological Incompetence	Sofia & Kokila	9/30/2016	Medium	Low	Identified code bloat as one of the major outcomes of the failure	Y	Details incorporated in final presentation
Finance Team	5	Budget Constraint	Garima & Meghana	10/7/2016	High	High	Connected how all the above risks were contributing to Budget Constraint	Y	Details incorporated in final presentation

DEPT	RISK No.	RISK DESCRIPTION	IDENTIFIED BY	DATE ENTERED IN THIS LOG	DATE CLOSED	CLOSED BY	REASON FOR CLOSURE [Decision-maker]
Intro to PM	1	Procurement materials (PM Book)	Meghana	9/9/2016	9/16/2016	Meghana	Purchased PM Book
Intro to PM	2	Schedule Conflict	Sofia	10/25/2016	11/28/2016	Sofia	Project Completed
Intro to PM	3	Timelines not on track	Shweta	10/27/2016	11/29/2016	Shweta	Project Completed
Intro to PM	4	Conflict of opinions	Shatakshi	10/27/2016	11/24/2016	Shatakshi	Conducted weekly meetings for further discussions and resolved the conflict

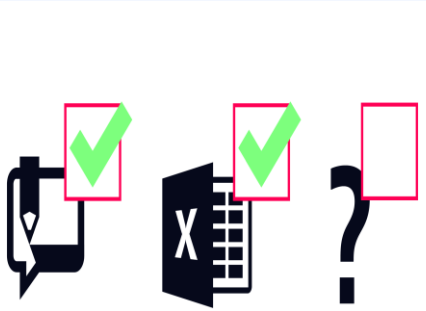
Issue Risk Log

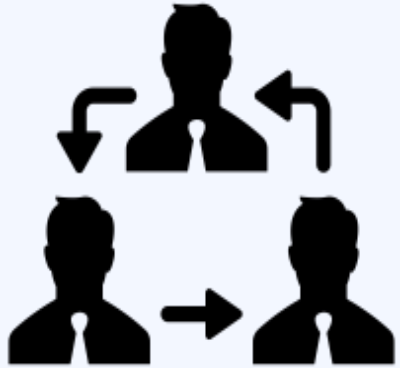
PROBLEMS IDENTIFIED

SCOPE

Problem Faced:	Ill defined requirements	Scope Creep
Biases:	Available Data	Illusion of Control
Recommendations:	Requirement analysis	Plan before act / Requirement analysis

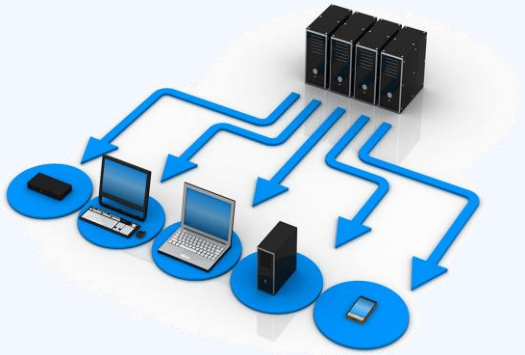
HUMAN RESOURCES



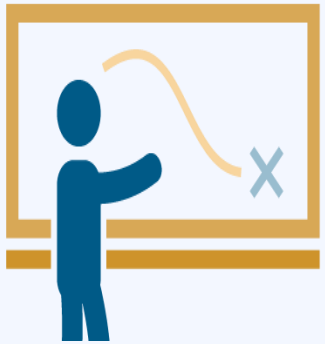


Problem Faced:	Inadequate skillset of PM	Lack of engineering discipline	Frequent turnover
Biases:	Over Confidence	Illusion Of Control	Group Think & Sunk Cost
Recommendations:	Human capital management	Training of Resources	When to Pull the Plug

PLANNING

			
Problem Faced:	No software infrastructure	Underestimation of Complexity	Progress without correcting issues
Biases:	Illusion of Control	Overconfidence and Group Think	Conservatism
Recommendations:	Detailed Analysis of As is and To Be	Detailed Analysis of As is and To Be	Audit and Best Practices Training

ORGANIZATION CULTURE

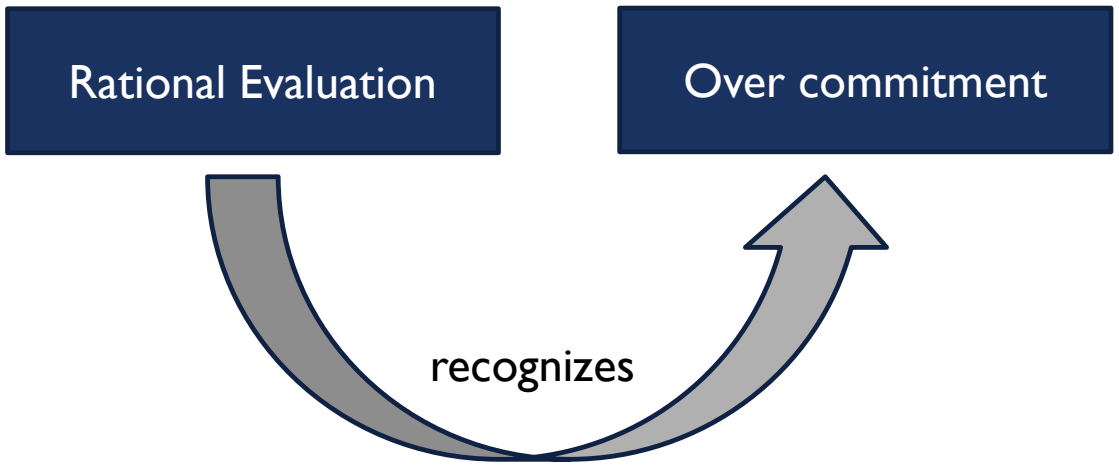
				
Problem Faced:	No testing /feedback	Scheduling done by outcome not resources	Flash cutover	No proper communication channels
Biases:	Overconfidence	Overconfidence	Overconfidence and Group Think	Conservatism
Recommendations:	Setting up Milestone	Managerial Training	Back Up Plan	Whistle Blower Award

BIAS SUMMARY

Issue	Available Data	Conservatism	Escalation of Commitment	Group Think	Illusion of Control	Over-confidence	Recency	Selective Perception	Sunk Cost
Scope	✓				✓				
Human Resources			✓		✓	✓			
Planning		✓		✓	✓				
System						✓		✓	

EVALUATING AND TERMINATING THE PROJECT

WHEN TO PULL THE PLUG



Individual

- Assess yourself as Manager
- Assess the project without thinking about sunk cost
- Self-justification

Organization

- Separate Decision Makers
- Avoiding strong fear of failure
- Use of outside experts and consultants for evaluation

REFERENCES

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•A Standard for Enterprise Project Management, Zambruski, CRC Press, 2008

•The Enterprise Triple Constraint by Michael S. Zambruski - October 2, 2014

•The necessary art of persuasion by Book by Jay Alden Conger

•Knowing When to Pull the Plug Barry M.Staw & Jerry Ross

Thank you