



THE UNIVERSITY OF  
MELBOURNE

# SWEN90016

## Software Processes & Project Management

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2021 – Semester 1

Lecture 2

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## UK Passport Agency (1999)

Passport fiasco cost ~ £13m (~ £6m on extra staff), with a £16,000 bill (umbrellas)+ 500 spoilt holidays

UK passport Agency -new computerised processing system to replace an old system and provide more secure passports.

They aimed to introduce the system in their Liverpool and Newport offices before the summer busy period.

[1]

What happened- The timeline was tight

18 November 1998 suspended the rollout of the computer system.

February 1999, applications began to increase and processing times rose.

March 1999, the delays started to attract Parliamentary and media attention. The number of applications then rose steeply.

[1]

## Module 5. 1 - Identifying Stakeholders & the Stakeholder Register

Internal Stakeholders	External Stakeholders
Shareholders	End Users / Customers
Employees	Suppliers
Board Members	Governments
Sponsor / Business Managers	Unions
Project Manager	Local Communities / General Public
Management	Other Related Institutions
Project Team	Competitors

## What happened- Stakeholder communication

Should've consulted the stakeholder communication plan- put in measures to engage with the media and the public

Instead they withdrew some staff from the telephones and moved them to processing applications.

[1]

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## Analysis

The timeline was tight

Agency failed to provide enough time for staff to learn and adapt to the new system.

Failure to adequately assess the time needed to implement the system and lack of a contingency plan in the event of a problem

[1]

## Stakeholder analysis

Agency could have increased their channels of communication to engage with their key stakeholders

Instead they altered their recorded message to advise callers to write to the Agency and provided a fax number. The number of written queries quickly exceeded the Agency's ability to cope

[2]

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## Stakeholder analysis

Without adequate information the feeling of panic increased and applicants were forced to join queues of thousands outside the passport offices.

The Agency responded by buying umbrellas and luncheon vouchers.

[2]



## Cost

£13m (~ £6m on extra staff)

£16,000 bill (umbrellas)

500 spoilt holidays

+ £9 million in lost business borne by Siemens  
Business Services

[1]

## References

[1] (05/03/2021) The Passport Delays of Summer 1999. [Online]  
<https://www.nao.org.uk/report/united-kingdom-passport-agency-the-passport-delays-of-summer-1999/>

[2] (05/03/2021) Why Stakeholder Management is so important. [Online]  
<https://www.stakeholdermap.com/importance-stakeholder-management.html>