

# Project Management

## Maximum Probability of Success

Systems development and integration projects are inherently risky such that ensuring their success in complex organizations requires expertise in both project management and organizational change management. Federal managers have discovered, often too late, operational problems in developing and deploying the solution or that the organization lacks the readiness to embrace change. As a result, federal agencies are turning to OnPoint to augment their project team to optimize the likelihood of the project's success.

## Early Visibility on Project Performance

OnPoint pioneered the project-level Project Management Office (PMO) in several federal agencies to serve as a bridge between the systems development contractor(s) and the federal team. Working side-by-side with the integrated project team, the PMO provides visibility into project performance by identifying issues and risks early enough before the project schedule and budget are severely impacted.

## Integrated Technical and Management Expertise

OnPoint's project-level PMO provides an integrated set of technology and management skills, led by certified Project Management Professionals, to provide a comprehensive project management infrastructure. The size and skill mix of the PMO can be adjusted to suit each project's needs and constraints such as budget, risks, project complexity, organizational impact, or the availability of the federal team to perform critical management functions.

## PMO Capabilities and Services

- **Executive Management Support** – prepare executive-level briefings and reports, develop business cases, and support alternatives analyses to justify critical decision points in the project lifecycle
- **Project Planning and Scheduling** – develop a comprehensive, resource-loaded Integrated Master Schedule including the Work Breakdown Structure

- **Project Management** – ensure project progress toward milestones and outcomes
- **Risk Management** – establish the process to identify, analyze, address, and monitor project risks
- **Independent Verification and Validation (IV&V) / Technical Oversight** – provide technical and independent verification and validation of critical decision points and of deliverables
- **Organizational Change Management** – serve as a centralized and coordinated voice for the project by developing and managing the project brand, communication themes, collateral (web site, newsletters, briefings, presentations, leaflets, etc.), and a quality assurance system for all final deliverables
- **Change / Configuration Management** – establish a project governance structure including standard operating procedures, processes, and decision thresholds for configuration management and project change control
- **Earned Value Management (EVM)** – develop or validate the Earned Value Management System, and report consolidated schedule and cost performance against the established baseline
- **Performance Management** – establish the process for defining, collecting, and reporting performance metrics
- **Document and Knowledge Management** – maintain project records and project library, develop documentation standards, and ensure quality standards
- **Procurement and Acquisition Support** – develop procurement packages, negotiate best value, and acquire the desired products and services
- **Compliance Reporting** – respond to data calls and reporting requirements for intra-agency and OMB reporting
- **Exhibit 300 and Capital Planning and Investment Control (CPIC) Support** – develop and update the project Exhibit 300, and assist in developing reports and projections for budget formulation and budget execution

## Representative Experience



For the Department of Education's Oracle 11i Financial System Implementation project, OnPoint is the PMO contractor in a multi-contractor environment for the highly-visible and mission-critical \$25 million, 3-year project for the Office of the Chief Financial Officer. Providing the full suite of project-level PMO services, the OnPoint PMO team serves as an extension of the federal staff to ensure the project continues to remain on schedule and within budget. Most recently, the PMO staff helped the federal team quickly adjust the project resources and management plans in light of a significant change of the implementation strategy.



For the Department of Energy's (DOE) Electronic Proposal Management Application (ePMA), OnPoint provides the full suite of project-level PMO services in a multi-contractor environment. Recognizing the daunting challenge of bringing together dozens of disparate, largely autonomous national laboratories in a collaborative effort to improve the management of the Department's \$8 billion research and development portfolio, OnPoint developed an integrated communications plan & strategy to ensure consistent and frequent communication to all stakeholders. Having faced this and other significant challenges, with the assistance of the PMO, ePMA continues to be on schedule and within budget. For more information on the project, please visit <http://epma.energy.gov>.

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OnPoint is a technology and management consulting firm with over 12 years of past performance delivering innovative and cost-effective solutions to our customers.

### Quick Facts

- 2007 revenues of \$37 million
- 200+ staff members
- ISO 9001:2000 certified
- Small Business

### Customers

- Department of Agriculture
- Department of Education
- Department of Energy
- Department of Transportation
- Department of Treasury
- National Institutes of Health
- Securities and Exchange Commission
- Missile Defense Agency
- Joint Forces Staff College
- U.S. Air Force

### Contract Vehicles

- GSA IT Schedule 70 (GS-35F-0333J)
- GSA STARS (GS-06F-0147Z)
- Department of Transportation ITOP
- National Institutes of Health CIO-SP2
- District of Columbia Information Technology (IT) Supply Schedule

### Superior Performance Recognized

- Department of Energy CIO's Information Management Quality Award
- Department of Transportation Office of the Secretary Minority Business of the Year
- Oak Ridge National Laboratory Small & Disadvantaged Business of the Year



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