

Operations Management

Almost all software and IT projects have an overwhelming number of applications, processes and resources that come together to improve the performance capability. However, organisations are constantly investing in a growing array of software and IT projects whose characteristics vary considerably. The result of this is that applications, processes and resources are not such a good fit. We know this to be true because for almost 30 years the industry has failed to break through the 60% performance capability level.

There are some inherent characteristics of a project that may make it more prone to failure, independently of the level of competence of the project management. Project size is one example. The objective of this module seeks to measure the organisation's current level of competency of a number of operational activities and characteristics throughout the project life cycle. The results from the audit provide a clear indication as to how operational activities i.e. processes, applications and resources can be better configured to meet the unique characteristics of the project.

The Operations Management audit consists capturing, analysing and diagnosing how the following aspects influence performance:

Environment

Each project that forms part of the Operations Management Audit captures a number of project environmental factors for example project duration, types of client and software developer. These factors help develop a better understanding of the key characteristics that influence the performance of different types of software and IT projects.

Planning

Measures a number of important project monitoring and control mechanisms, for example examines how the team leaders are required to gather information and how historical data is leveraged to improve estimates.

Change

Focuses on measuring the formal process by which requests for changes to requirements can be made by designated client or user representatives.

Quality

Examines the Quality Management System adopted within a project.

Risk

Focuses on evaluating how the project's perceived risks are identified and how the risks are monitored.

