

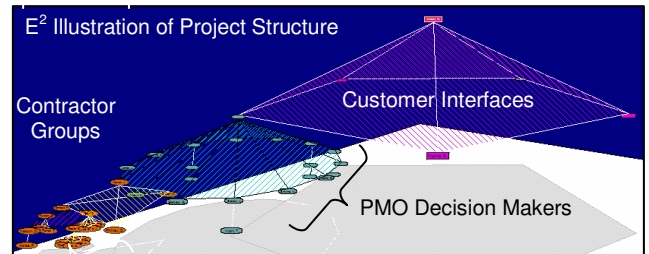
AUDITING PROGRAM GOVERNANCE & OVERSIGHT

AN EKS CASE STUDY

Situation Analysis

A large research and manufacturing company was in the middle phases of a lengthy multi-million development project with multiple groups of contractors. Requirements were being driven by the customers outside of the organization. These requirements would be captured by an interface mechanism and routed to the project management office (PMO). The PMO would then work with the various contractors to deliver the concept in phases. In the final phase, the concept would move into production.

The PMO raised concerns about the complexity of this multi-faceted project. As requirements grew and changed, coordinating the contractor groups became a significant challenge due to the fixed production date. The PMO assessed that additional risk management steps were needed to effectively manage the contractor groups.



Desired Outcome

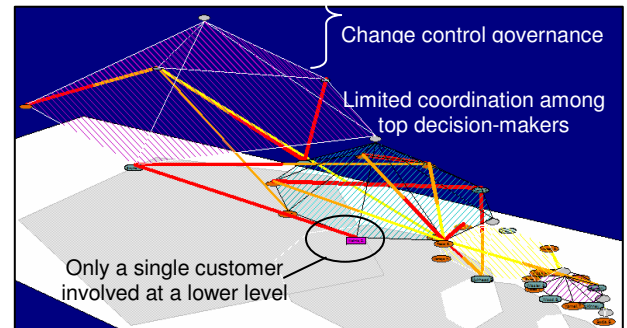
They needed to identify all inadequate and/of ineffective control mechanisms around coordination

- within and among management processes around requirements, change controls, and manufacturing
- between contractor groups, the PMO, and customer interfaces

Intervention

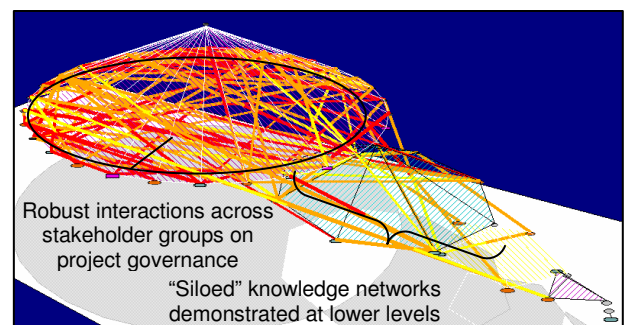
Over six weeks, a small consulting team, augmented by resources from the PMO and other subject matter specialists, utilized the EnCompass® module of the EnCompass Enterprise (E²™) software suite to perform Organizational Process Mapping using data gathered through its web-based survey-style method. EnCompass then created a set of sophisticated organizational process diagrams that mapped organizational processes around project "drivers".

The EnCompass maps clearly showed how tasks were performed within and between organizations and flagged ineffective processes between departments. They also revealed "virtual hierarchies" that showed the level of impact individuals or organizational elements had on key issues or processes, and graphically depicted how information got to decision makers, and how decisions influenced the enterprise.



EnCompass illustrated two key findings:

1. Change control policies were not being enforced in execution.
 - Customers and production developers were in direct contact, resulting in changes in requirements that weren't regulated by the PMO.
 - Customers were not being heard at the top level of decision-making.
2. Execution was intensely focused on delivery as opposed to effective planning, execution and risk management.



Results

Using the EnCompass results, leaders of the PMO and subcontracting organizations jointly modified policies and procedures to ensure that requirements gathering was properly managed and controlled. Based on EnCompass findings, they also implemented tighter PMO control over production management. The changes mitigated the newly-identified risks by identifying many emerging situations that could have become serious issues, and gave management the insight necessary to preempt them before costly mistakes were made.