



Right-Sizing Process A Case Study from Attachmate Corporation

Jennifer Shettleroe, VP Engineering
Katie Moran, Sr. Project Manager

Attachmate Product Development Process Background

- 1st Problem: Not enough Process; not enough communication
- 1st attempted solution: Introduce Standard Operating Procedure (SOP)
- New Problem: Too cumbersome and complex
- Next Solution: A streamlined process

The Basic Steps We Took

1. Define a process owner and high level sponsorship
2. Acknowledge the need for change -- publicly
3. Establish a vision and set of goals; including scope
4. Announce the project; seek ideas
5. Interview key players
6. Draft the process
7. Present to key players; incorporate new feedback
8. Roll it out; track and implement learning
9. Review effectiveness on a regular basis

Our First Steps

- Identify Champion/Owner
- Identify High Level Sponsor
- Outline problems and goals

Vision for Right-Sizing Process

- The process should serve us; we should not serve the process
- Keep it simple
 - Base it on proven Project Management Methodology
 - Acknowledge and rely upon the good intentions of our people
 - Make it simple enough to use as a daily guide

Additional Goals

- New Name – We chose “Project Life Cycle”
- Build quality products
- Get it right the first time
- Help with the resource pressures
 - Reuse and Remember
 - “Do More With Less”

Defining the Project Life Cycle

- Announce the project; seek ideas
- Interview key players
- Draft the process documents
- Present to key players; incorporate new feedback
- Roll it out!

Generating Acceptance

- Throughout the definition and rollout
 - Involve the Organization,
 - Depend on leadership team
 - Be open about challenges and decision making
- Build a Flexible Process
 - Ensure simplicity of forms and documentation
 - Allow for (documented) exceptions
- Education, Presentation, and Documentation
 - Acknowledge need for change
 - Measure success
 - Make it FUN!

PLC Challenge

A Lego Example

[Stopwatch](#)

Nebulous Requirements

Lego Station 1

Memo

From: Management

To: Development

Date: 11-21-05

Subject: Fire Car rescue vehicle thingy

We recently discovered that one of our competitors is coming out with a new rescue vehicle and we need to develop one of our own to compete for market share.

What we need is **some sort of rescue vehicle with a driver**. Please put something together and have it to us **in about 6 minutes**. Here are some pieces we think we want to use.

When finished, please deliver it to Jennifer Shettleroe for approval.

Thank you.

Attachmate's Project Life Cycle

- Flowchart and supporting documents
- Milestones and Common Terminology
 - PLC offers common set of definitions and terms.
 - Why are project milestones important?
- Flexibility Built In
 - Waivers
 - Phase Overlap

Did We Succeed?

- Analyze the process early and often
- Comparing
 - Limited/No Formal Process
 - Standard Operating Procedure (highly defined formal process)
 - Project Life Cycle (streamlined process)

Limited Process

- What happened?
 - Scope creep
 - Cost of doing & redoing
 - No document for present project
 - No historical information for future reference
 - No cross functional team involvement
 - No quality checks
 - Feature Review
 - No plan = no clear goals or milestones

Highly Defined Process Standard Operating Procedure

- Standard Operating Procedures-What happened?
 - Inefficient
 - Learning curve was great the process was intimidating
 - Too complex: People were unable to follow the process
 - Simple, small projects became cumbersome
 - Increased time to market
 - We used it against one another
 - Process was not presented as a process that could or would be changed as the organization needed
- We were serving the process.
- Created and sponsored by an executive new to the department and did not have a clear understanding of the needs of the organization
- Evidence in employee quotes

SOP Quotes

- *“Lack of scheduling – not know what the goals or dates were”*
- *“Need to use change control more – dates moved because of changes that weren’t recorded”*
- *“Lack of scheduling – not know what the goals or dates were”*
- *“ Not a consistent naming policy for documents and milestone.”*
- *“A more detailed requirements document would be useful. Team Members were unclear on priorities at times.”*

Right-Sized Process

The Project Life Cycle (PLC)

- **PLC Instructions**
 - One Pass Process
 - Clear and Concise Steps
 - Documented Requirements
 - Historical Information
- **Experience using Project Life Cycle on Project**
 - What's new?
- **Benefits for the Team**
 - Business
 - Prize!

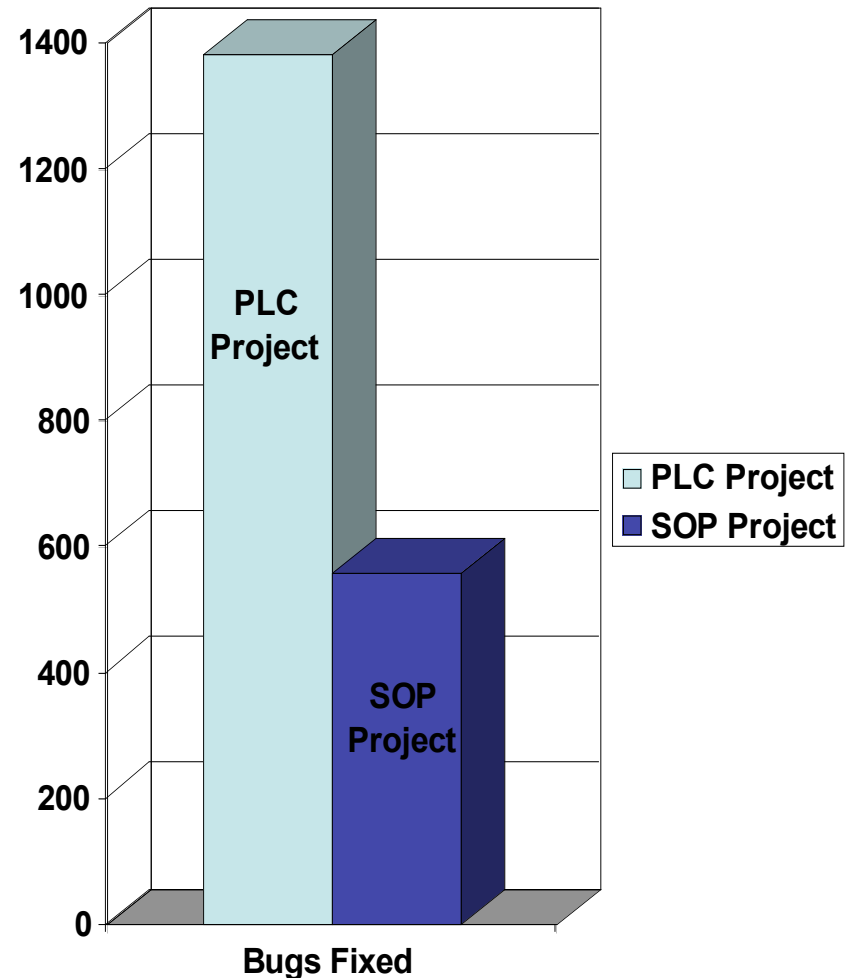
PLC Quotes

- *“Communication has gotten a lot better.”*
- *“Project went a lot better than previous one.”*
- *“Process and website were very useful.”*
- *“The PLC helped up front in initializing project phases/deliverables.”*
- *“The PLC helped to show who should do what when.”*
- *“The PLC makes logical sense.”*

Measuring Success

Comparable Sized Software Releases

- Bugs Fixed:
 - PLC Project= 1382
 - SOP Project= 559
- Resources Allotted:
 - PLC Project=14 (dev & test)
 - SOP Project=16 (dev & test)
- Duration Spanned:
 - PLC Project= 10 months
 - SOP Project= 13 months



Review on a regular basis

- Quarterly Reviews and Updates
- Involve team

Thank you

Questions?