

## case study

# Supporting the recovery and delivery of a complex IT programme

## High impact programme planning, management and control

### the Challenge

Our client was in the implementation and testing phase of a high-profile programme to install IT infrastructure within the new NATO Headquarters in Brussels. The programme's scope also included support for the migration of business applications and data from the existing headquarters to the new infrastructure. The complex nature of the programme resulted in continuing slippage of planned milestones. This resulted in dispirited programme teams struggling to maintain focus, a reactive issues-based environment, frequently changing priorities and failing dependencies between other programmes within the overall portfolio of work.

### the Harmonic impact

Harmonic initially provided two month's support to develop an Integrated Master Schedule (IMS) to reach Final Operating Capability (FOC) and Final System Acceptance (FSA) milestones in a planned and co-ordinated manner. During this period, our team identified and worked with the Programme Director over a 12 month period to implement a number of improvements to delivery assurance within the programme constraints. These included:

- Leveraging the IMS to instil a milestone driven culture within the programme and improve resource utilisation management
- Improving communication of the programme objectives, milestones and IMS to foster an 'integrated team' ethos, removing the stovepipe culture between programme teams
- Focusing on planned activities and prioritising issue resolution through daily stand-up reviews and weekly use of tasking lists, generated from the IMS
- Establishing appropriate programme governance
- Implementing a robust change control process to reduce scope creep
- Creating and maintaining an effective risk and dependency management capability.

As a result of our 'value-add' support, during this period we were also requested to manage the implementation and testing of over 100 work packages in order to ensure the successful migration of NATO's business applications and data.

### the Outcome

FOC and FSA were achieved within one month of the original plan and the successful application and data migration gave rise to minimal incidents.

The clients' Programme Director and NATO's Project Managers in charge of testing and migration of the business applications and data communicated public plaudits for Harmonic's contribution.

Our client has subsequently requested support from Harmonic to develop an IMS for a high profile programme to be delivered to the NHS.