

The Freddie Mac logo consists of the words "Freddie" and "Mac" stacked vertically in a serif font. To the right of the text are four horizontal lines of varying lengths, with the top line being the longest and the bottom line being the shortest.

Freddie
Mac

The background of the slide is a photograph of a white door with a wooden frame, set against a blue wall. The door is slightly ajar, and the lighting creates a warm, golden glow. The image is partially obscured by a white rounded rectangle containing the title text.

***Collective Experiences at
reddie Mac***

We Open Doors[®]

INTRODUCTION

- **Project Management Environment**
- **Project Management Activities**
- **Methodology**
- **Factors That Contribute to Success**
- **Practices That Work**
- **Practices That Don't Work**
- **A Tale of Two Projects**
- **Conclusion**

PROJECT MANAGEMENT ENVIRONMENT

- **In-House Information Systems Division Supporting Various Business Areas**
- **Often Have Two Project Managers – 1 from ISS - 1 from Business Area**
- **Triple Constraint Does Not Reign Supreme**
- **Then ... and Now**

PROJECT MANAGEMENT ACTIVITIES

- **Campaign to Improve People, Process, Tools and Organization**
- **Project Management Training**
- **Certification**
- **Organization**
- **Reuse**
- **Central Repository for Project Documentation**
- **Methodology**

MET O OLO

- **An effort to modernized technology delivery methodology**
- **Developed by Information System Division and Business Areas**
- **Combination of internal best practices and industry best practices**
- **Addresses the phases of a project from initiation through project close-out and supporting processes as well (risk management, change management, etc.)**
- **Commitment to continual improvement of methodology**

ACTORS THAT CONTRIBUTE TO SUCCESS

- **Management Support**
- **Involvement of Project Sponsor**
- **Ownership and Accountability of Team and Management**
- **Composition of Team**
- **Amount of Time Invested in Beginning of Project**
- **Risk Management**

PRACTICES T AT ORK

- **Starting Out on Right Foot – Project Initiation**

- Spend time on procurement
- Centralized procurement function
- Obtain buy-in and agreement from support groups
- Define roles and responsibilities
- Develop a Project Charter
- Push hard in the beginning with concentrated and focused attention

PRACTICES T AT ORK

- **Communication**

- War room to post project information (status, issues, risks) or central project white board
- Short stand-up meetings to cover status, issues and “to do’s”
- Posting project documentation on web site or Lotus Notes Discussion Database
- Co-location eliminates many meetings and increases effectiveness of communication

PRACTICES T AT ORK

- **Team Building & Morale**

- Happy hour and team lunch
- Place to write “Thank You’s” to team members
- List special occasions of team members

- **Resource Management**

- Having Service Level Agreements (SLAs) with support groups
- Care given to find work for team members at end of project

PRACTICES T AT ON T ORK

- **Arbitrary deadlines imposed on project**
- **Not validating assumptions and assuming needs are understood**
- **Lack of rigorous process for requirements management**
- **Inconsistent project tracking and control**
- **Excessive meetings**
- **Not following through on project close-out**

A TALE OF TWO PROJECTS

- **Same project manager**
 - **Both using external vendors**
 - **Both consisting of some internal staff**
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- **Arbitrary, hard deadline**
 - **Little sponsor involvement**
 - **No RFP – just picked one vendor**
 - **Assumptions made - key assumptions proved to be wrong**
 - **Requirements too high-level**
- **Discussion allowed on end date**
 - **Appropriate level of sponsor involvement**
 - **Procurement treated as a process with team involvement**
 - **Assumptions discussed**
 - **Requirement management, change control and risk management processes followed**

CONCLUSION

- **Many factors impact the success of a project**
 - Project management environment and culture
 - Management and project sponsor support
 - Appropriate use of project management practices
 - Composition of the team