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## 1) Title of the case

Project QUAPITAL - Implementing a common project methodology for IT projects in the public sector.

## 2) General description of the organisation and/or project

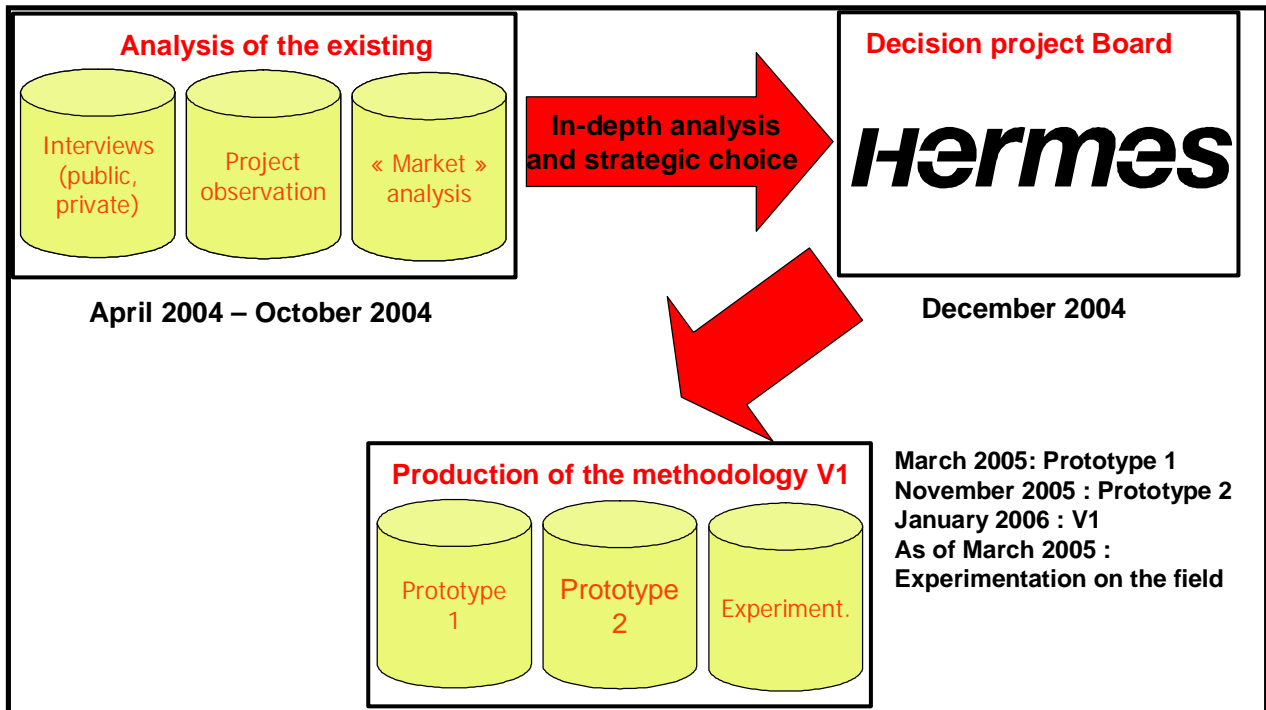
The project QUAPITAL (“**Q**ualité des **p**rojets d’implémentation des **T**echnologies de l’**I**nformation et de la **C**ommunication dans l’**A**dministration **L**uxembourgeoise) has been launched in April 2004 in order to implement a common project methodology, a common framework for project management in the public sector in Luxembourg. In a first step, an analysis of the AS-IS situation in the public sector has been undertaken. Three activities have mainly been realized in the time period from April 2004 until October 2004:

- **Interviews:** the QUAPITAL project team did a lot of interviews with civil servants who are dealing with IT projects and with private firms which were implicated in IT projects in the public sector to analyse the different needs;
- **Project observation:** different IT projects which have been undertaken in the past in the public sector in Luxembourg were analysed to find out the more common problems that have been faced by the different stakeholders in an IT project;
- **“Market analysis”:** the project team has done an evaluation what was existing on the market and what initiatives other countries have realized in this particular field.

After finalization of these activities, and especially after the market analysis, a strategic choice had to be done. Is it better to take an existing methodology and adapt it to our context or should a completely new methodology be developed with taking into account concepts of other existing methodologies?

We took the first possibility in consideration and the project board decided in December 2004 to choose the Swiss methodology HERMES and to adapt it to our particular context.

We then started adapting the methodology in two prototypes and for each prototype doing concrete experimentation on the field on real-life projects in order to take into consideration all the possible needs of the different stakeholders and especially the project managers. The figure shows the different steps:



During the analysis, the project team became quickly aware that it will not be sufficient to have a common project management methodology but that you need tools and an organization to assure a success. As a result the project QUAPITAL was transformed into a program with 3 projects under it:

- **QUAPITAL – Methodology:** This is the project that is explained here above and was realized in collaboration with the public research centre Henri Tudor).
- **QUAPITAL – Organization & procedures of the PMO (Project Management Office):** this project consisted mainly in modelling and optimizing business processes, in implementing prioritization criteria and project indicators for project-controlling and in implementing dashboards and reporting on portfolio, programs and projects
- **QUAPITAL – Tools:** this project consisted in the implementation of an integrated project and portfolio management tool for assistance to the project manager and the PMO.

In this text we are only considering the implementation of a common methodology.

### 3) The main content of the case

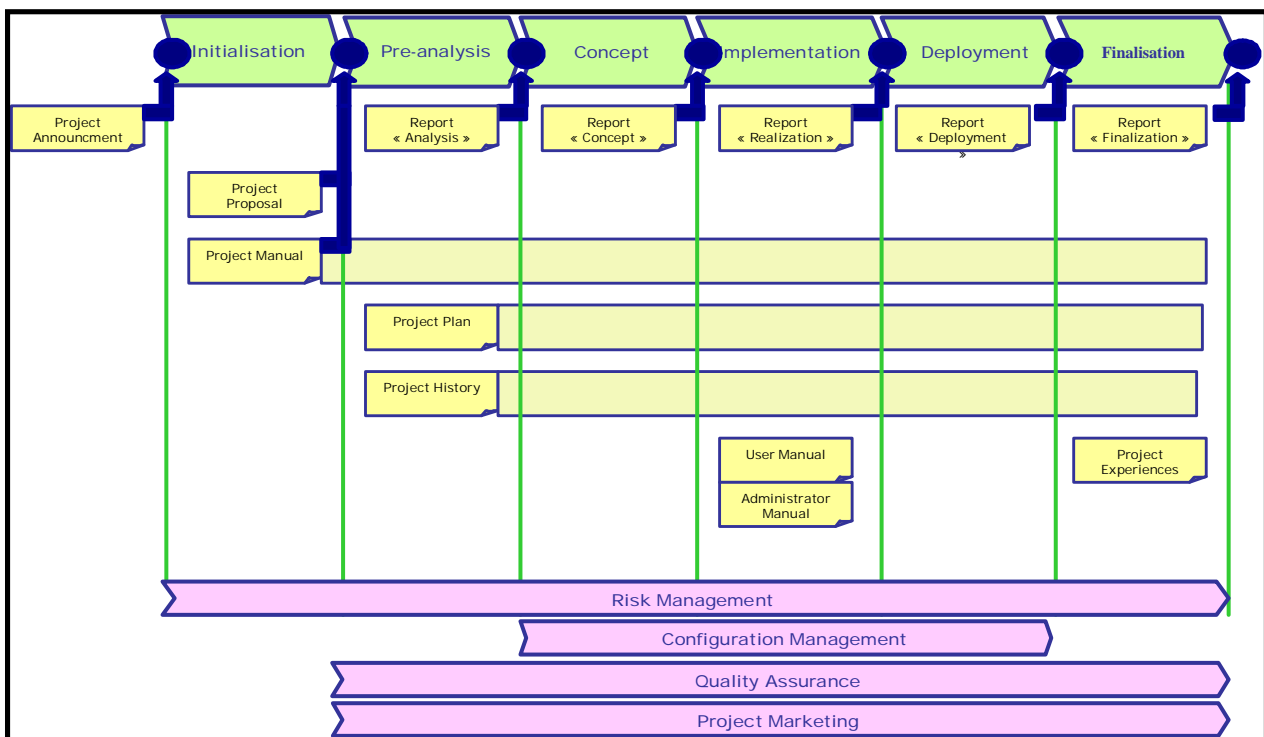
What is HERMES? HERMES is a project methodology including for example:

- **A Work Breakdown Structure (WBS):** the project can be decomposed in phases, activities and tasks using a standard vocabulary and template
- **Decision points:** the methodology proposes at the end of phases and inside decision points where the board can decide on a written basis what decisions have to be undertaken;
- **Standard templates:** in the project, we realized about 40 templates which can be used by the project managers;
- **A standard organization and roles:** the methodology offers an organization which can be adopted in a project and around 20 roles with a detailed presentation of their competences, tasks, attributions ...
- **A common terminology:** the common terminology will facilitate the communication between the different stakeholders.

In general, HERMES covers all the processes needed to manage a project. It includes:

- **Project management:** in strict terms it means everything what is needed to set up a project, do the planning, setting up budgets, resources ...;
- **Risk management:** HERMES offers templates and processes to do efficient risk management in the project;
- **Quality assurance:** the methodology helps to guarantee an appropriate level of quality both in terms of project management and in terms of deliverables of the project;
- **Configuration management:** it offers templates and processes for doing an appropriate configuration management. This is especially important on software development;
- **Project marketing:** a key aspect in a project is to have an appropriate marketing concept in order to facilitate appropriation and the change management.

The figure here below gives a general overview of the methodology with some examples of project deliverables (as for example a project proposal or a project plan).



#### 4) The reasons behind the case

The main objectives of the project QUAPITAL are the following:

**In general:**

- Professionalize project management for IT projects in the public sector;
- Establish QUAPITAL as a standard for IT projects in the public sector.

**For the management of projects in particular:**

- Increase quality in IT projects both in steering them and in terms of deliverables;
- Increase efficiency in managing an IT project;
- Offer a common framework easy to adopt by all the stakeholders in a project

- Capitalize on the experience of former projects;
- Develop competencies in project management.

**For policy makers:**

- Increase transparency in IT projects.

### 5) The actors behind the case

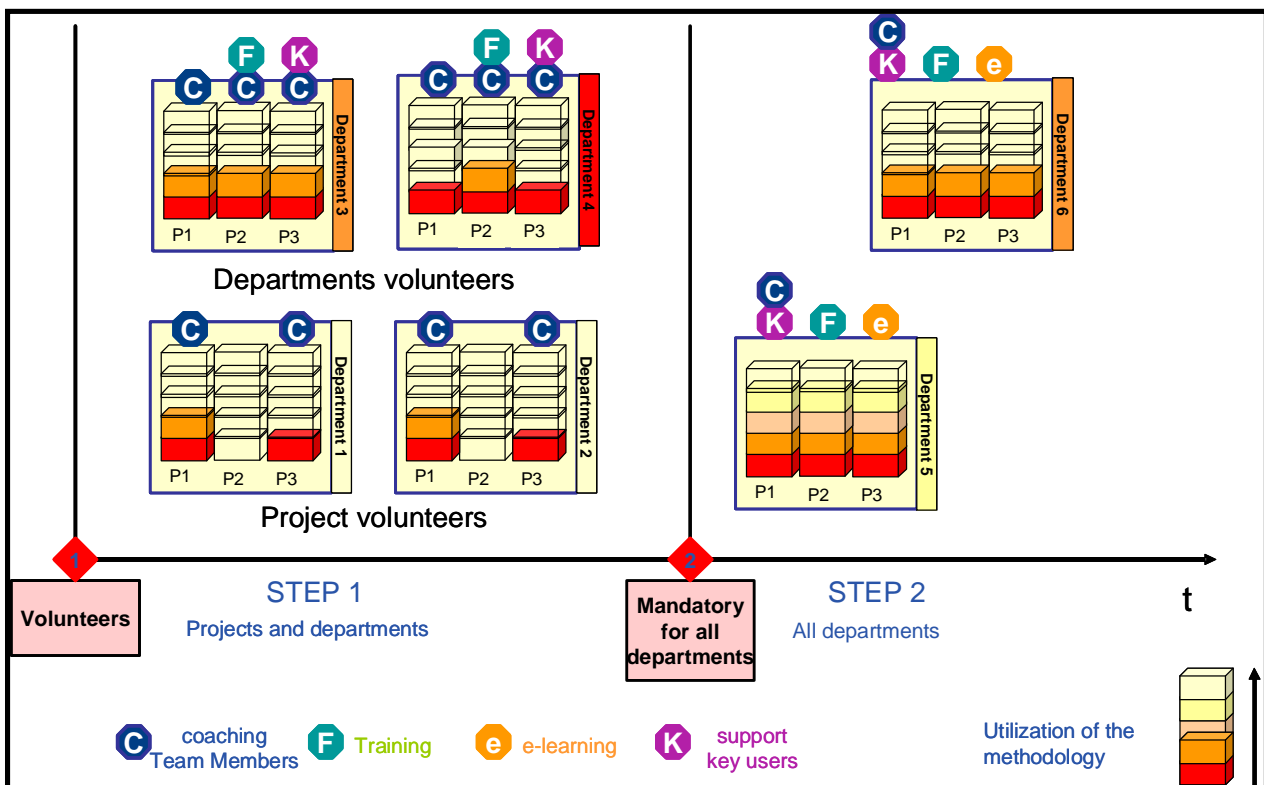
The sponsor behind this project is the “Service eLuxembourg” which is a public entity within the Ministry for Civil Affairs and of the Administrative Reform and who is in charge of Electronic Governance in the State of Luxembourg. It prepares the overall strategy, sets up norms and standards in this domain, manages strategic and horizontal projects and manages the PMO which is called ePlanification. The PMO has under its responsibility among others the evolutions of the project management methodology and the training and coaching in project management.

The operational management of the project was under the responsibility of the PMO in collaboration with the Public Research Centre Henri Tudor.

The customers were regularly informed about the progress of the project and they were actively implicated in the set up of a concrete deployment plan (explained here below) through a number of workshops.

### 6) The process leading to success

The key success factor is clearly to have an appropriate concept for deploying the methodology in the public sector. In order to face the change management, a strategy for deployment had to be put in place which is visualized by the following figure:



In a first step, departments are volunteers to do projects with HERMES. At this step, the QUAPITAL project team offers coaching on every single project that is done with this methodology. Training on project management in general and on the HERMES methodology in particular is offered for the civil servants. At this step, we are also setting in place in the different departments so called "key users" which will have more knowledge about the methodology and should act as a lever for the deployment.

In a second step, HERMES will become mandatory for all IT projects that are done at the State of Luxembourg. At this moment, the objective is January 2008. Nevertheless, HERMES can only become mandatory if at this moment the maturity and project culture is high enough in the different departments. This maturity will be measured by indicators put in place.

In this second step, there will be no more coaching of every single project, but only coaching for the key users. For training, we also take in account the possibility of eLearning.

Based on this strategy we have put in place an action plan with concrete actions or projects that have to be undertaken for a successful deployment of the methodology. These are for example: creating a website, create marketing material, put in place tools (IT and others), organize conferences and workshops, create a community around the methodology.

A detailed plan has been drafted to show when the different actions has to be done.

## 7) Results indicating the success

We have put in place indicators which should allow us to measure the increase of maturity in project management. These are for example % of IT projects done with HERMES, number of project managers who attended the training opportunities ...

At this moment, we are in the beginning of the deployment but there are already a lot of projects which are done with the methodology. The acceptance on the field is for the moment very good. People see this approach in general as something very efficient and something what helps them to better focalize on and define their projects.

## 8) The main obstacles of the case

The main obstacles of the case are:

- A lack of maturity and project culture of stakeholders in general;
- Change management: the deployment of HERMES interferes directly in business processes and there can be resistance on the field

These two main obstacles have to be addressed in doing a lot of marketing for the methodology in order to explain the benefits of such an approach. Training and coaching is also very important.

## 9) Main sources of inspiration behind the case

As explained in the description of the project, we did an analysis of the existing situation at the beginning. At this moment we also made a study what other countries did and what other methodologies existed and were being used. We actually looked more precisely at:

- Prince2 which is among other countries and firms used in the UK,
- PMBOK, which is a best practice guide elaborated by the Project Management Institute (PMI);
- V-Modell, methodology used in Germany;

- The methodology used by the European Commission;
- HERMES used by the Swiss federal Government. More precisely, HERMES is under the responsibility of USIC, the strategic organisation for IT in Switzerland at a federal level.

We also included in our study countries like for instance France, Belgium or Canada.

## 10) The most important lesson learned

The most important lesson learnt is that it is highly important that all the stakeholders use the same methodology, the same framework. It is not that important which methodology you use, the most important thing is that everybody uses the same methodology.