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# *Hermes Manager*

Pocket Guide

2003 Edition



Swiss Federal Strategy Unit for IT FSUIT  
Informatikstrategieorgan Bund ISB  
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## HERMES Manager

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- Linguistic equality:** The project roles described in this manual bear no relation to a person's sex or position in an organization. All of these roles can be filled by women or men.





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## HERMES Manager and who should use it

### Purpose and structure of this document

«HERMES Manager» describes the HERMES project management method and its application from the manager's point of view. The «HERMES Manager» pocket guide is composed of two parts: Part I, Foundations, contains basic general concepts of project-oriented work; Part II, Execution, contains specific instructions for managers.

### Who should use it?

«HERMES Manager» is intended for people carrying out management tasks and making decisions in the following roles:

- **Purchasers:** Responsible for project execution and the achievement of goals within the specified cost and time framework.
- **Project board members:** They support the purchasers with their specialized knowledge in assessing the project results. They should also have decision-making power regarding the project's financial and human resources.
- **Line managers:** They look after the interests of employees who are involved in a project.



**Organisations** develop projects in order to realize their defined goals, strategies and processes. For this reason, a project is always embedded in a specific **environment** which must be taken into consideration.

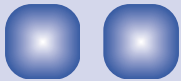
A **project** is a unique plan aimed at reaching a defined goal, at a defined level of quality, with limited time and resources. Projects can be of different types and categories.

The **project type** describes the kind of end result intended, the necessary intermediate or partial results, procedures and roles (such as system development, preventive maintenance, infrastructure, etc.).

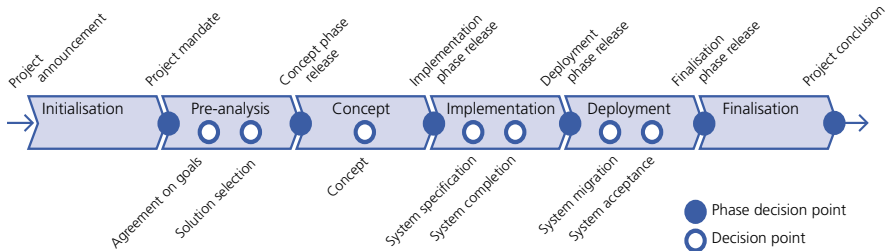
The **project category** describes the project with reference to the three key project characteristics, **importance** (in relation to the corporate strategy), **size** (finances and resources), and **risk**.

HERMES can be **tailored** both to **smaller** and to **large, high-risk** projects. Such **tailoring** defines the key results and a procedure for the success of the project according to the given situation.

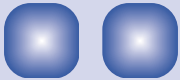
The project manual or project plan documents the specific **application of HERMES**, and the decisions which follow from that application with regard to the **results** to be obtained, the **decision points** (milestones) to be reached, and the time planning.



HERMES supports the **decision-making process** of an individual project through a **phase model** which describes the sequence of all the major decisions that the manager must take. The HERMES **project management method** describes **results** to be achieved by a certain **procedure** and appropriate **roles**.



The HERMES «system development» **phase model** is composed of six phases, each of which has a key goal and a key result. The defined decision points ensure that the status of the project can be checked on a regular basis, and appropriate reinforcing or corrective steps taken. Each decision point defines one or more results which can be verified, providing information on the project status. The necessary decisions follow from this status information.



From this model, the results and decision points can be seen to represent natural **«synchronization points»** which facilitate communication within the project as well as outward communication with the project environment.

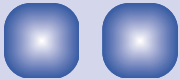
Phase	Goal	Result	Decision
Initialisation	Definition of the starting point	Project proposal	Project proposal approved and signed → project mandate, pre-analysis phase released
Pre-analysis	Formulating alternative solutions; solution selection	«Pre-analysis» report	Concept phase released
Concept	A thoroughly evaluated Concept	«Concept» report	Implementation phase released
Implementation	System created; preparations for migration completed	«Implementation» report	Deployment phase released



Phase	Goal	Result	Decision
Deployment	System installed and in use; users trained	«Deployment» report	Finalisation phase released
Finalisation	Project experience documented; results transferred to operations	«Final project evaluation» report	End of the project

#### Note: at the end of each phase

Depending on the situation, the manager must decide whether the next phase can be released, whether the phase must be repeated, or whether the project must be aborted. The manager must also ensure that the project portfolio is updated accordingly.

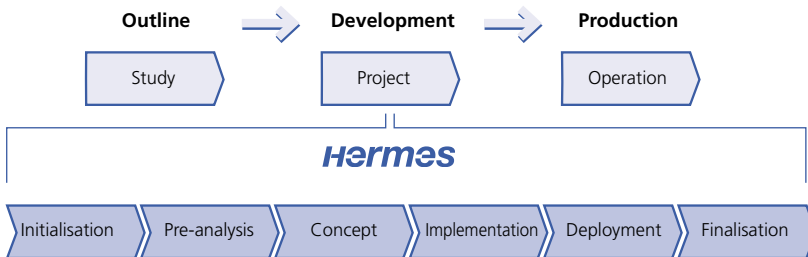


## HERMES Manager

### The manager in the project

The manager's responsibilities during the project mainly relate to:

- The initialisation of the project (initialisation phase)
- The execution of the project (pre-analysis through deployment)
- The finalisation of the project (finalisation phase)

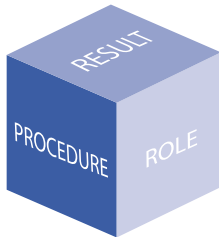


Whereas the initialisation, execution and finalisation of a project are integral components of HERMES, the initiation of a project and the operation of an information system are outlined here only briefly.



The purchaser and project board members are responsible for ensuring that a project achieves the **results** agreed, and that the participants understand the **procedure** and fulfil the defined **roles**. Thus a project can be seen as an entity whose three dimensions are **results**, **procedure**, and **roles**.

These dimensions of the project are symbolized by three faces of a cube:

**RESULT****WHAT**

is to be produced?

Project proposal  
 «Concept» report  
 «Pre-analysis» report  
 ...  
 Operation manual  
 System design

**PROCEDURE****HOW**

will the work be done?

**Activity 1**

Step 1

Step 2

**Activity 2**

Step 4

Step 5

Step 6

**Activity 3****ROLE****WHO**

will do the work?

Project Manager

Purchaser

Solution architect

Users' representative

Quality manager

Risk manager

...

Thus the HERMES project management method supports the manager with clear goals (results), a defined procedure, clear responsibilities (roles) and verifiable milestones (decision points).



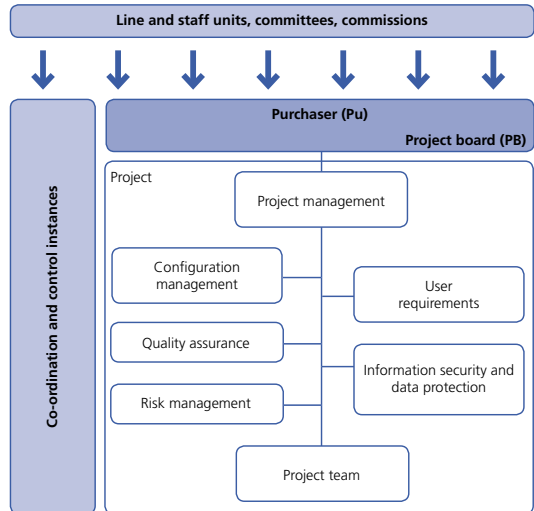
## Project organisation

HERMES defines a project organisation that can be adapted to the specific requirements of a given project. The roles of the purchaser and of the project board can be illustrated further using the concept of a project as a «temporary company»:

- **The purchaser and project board correspond** to the directorial level (= strategic guidance, «board of directors»)
- The **project leader** corresponds to the operational management level (= executive officers, «management»)

The **line managers** remain responsible for their employees who have responsibilities within the project.

The diagram at right shows in blue the possible role groups for a manager within the HERMES project organisation.

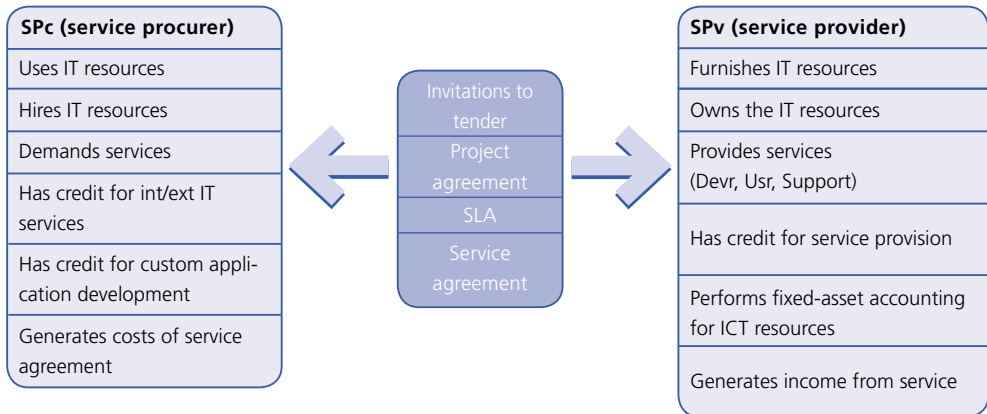
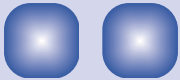




An additional important consideration within a project and its organisation is the co-operation between the service procurer (SPc) and the service provider (SPv). This collaboration is characterized by a contractual agreement concerning the performance of services (approved by the manager).

- **Procurement** needs can be fulfilled by invitations to tender
- **Project agreements or contracts** describe the co-operation between SPc and SPv during a project
- **SLAs** (service level agreements) specify the quantitative requirements for the operation of the finished product of the project in the organisation
- **The term «service agreements»** includes both SLAs and project agreements

For legal reasons, these documents generally must be signed by the responsible managers (and/or line managers).



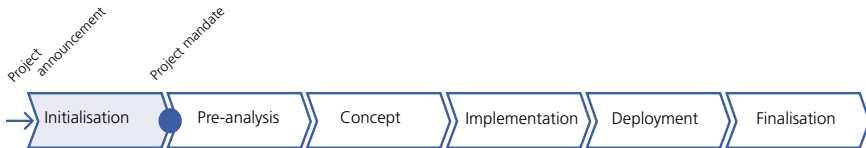


New projects can arise from a variety of causes. Possible triggers may include:

- **Organisational changes**
- **Cost-cutting**
- **Changes in technology**

Any of these triggers can bring new ideas and requirements with it, which are prioritised and controlled by the portfolio management. The impetus for a new project thus comes from the «portfolio management», not from the manager directly concerned. Usually, projects are supported by IT systems, and therefore system development is often «only» a sub-project of a larger project in the enterprise.

If an organisation decides on a new project, the manager concerned formulates a project announcement, which in HERMES terms forms the basis for the project proposal. Upon acceptance of the project announcement, the manager takes on the role of a purchaser.



When a project has been announced, the purchaser sets a project leader the task of drafting a project proposal. In this «initialisation» phase, it is important that the project leader understands the purchaser's vision and ideas, and prepares the basic planning of the project. For this reason special attention must be given to choosing the right project leader.

### ➤ **Manager's responsibilities in the role of purchaser**

- Identify a suitable project leader
- Communicate the project vision to the project leader
- Advise in the definition of decision points (especially deadlines)
- Define the composition of a project board
- Purchaser and project board decide on the project proposal



### ☒ Checklist: Selecting a project leader

- Internal or external employee
- Project leadership experience
- Communication skills
- Knowledge of methodology (especially HERMES)
- Understanding of processes (systemic thinking)
- Specialized knowledge
- Successful projects

### ☒ Checklist: Composing a project board

- Are the decision-making representatives involved?
- Are the people responsible for the relevant areas included (controlling, communication, finance, functionality, etc.)?
- Are the representatives of the relevant interest groups present (users, architect, developers, operators, etc.)?

The project proposal is evaluated by the purchaser and by the project board and forms the basis for the decision to launch the project.

### Note: Organisational changes!

A new solution brings changes in organisation with it. From the beginning of the project, the purchasers should know how to deal with this fact and, by the same token, how they can contribute to the project's success.

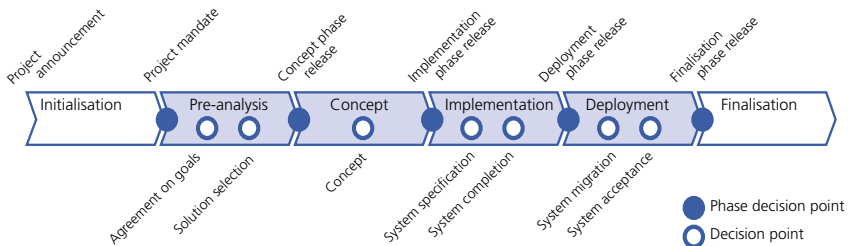


### Decision point: project mandate

Result	Evaluation criteria
Project proposal	<ul style="list-style-type: none"> <li>• Is the proposal in keeping with the corporate strategy?</li> <li>• Is the project «necessary»?</li> <li>• Has the project portfolio been considered? In other words, is the project clearly defined in relation to other projects?</li> <li>• Have all concerned parties been informed and consulted?</li> <li>• Have the legal constraints been respected?</li> <li>• Are the goals clear and realistic?</li> <li>• Has the applicability of existing solutions been examined?</li> <li>• Have the risks been identified and corresponding measures been established (or, has a risk management process been put in place)?</li> <li>• Has the desired quality been documented, and is a quality management process in place?</li> <li>• Have all decision points and results been defined?</li> <li>• Are the resources available? Financial, personnel (employees in the line organisation with the necessary expertise, computer scientists, etc.), material and other resources?</li> </ul>

**Decision point: project mandate**

Result	Evaluation criteria
Project proposal	<ul style="list-style-type: none"><li>• Is the time schedule feasible?</li><li>• Does the project make sense in terms of costs, benefits, and efficiency?</li><li>• Is the description of the setting complete and realistic?</li><li>• Are the right people on the project board?</li><li>• Has a change management process been put in place to keep the size of the project under control? Responsibility for the scope of the project lies with the with the purchasers and the project board.</li></ul>



Directing and controlling a project during its execution are the most important responsibilities of the purchaser and the project board. Active direction and monitoring is necessary in order to keep the project goals within the boundaries set, and to maintain a balance between the four parameters:



Through the definition of the results to be achieved, HERMES provides a powerful tool for evaluating the status of a project, and enables the purchaser and project board to take appropriate action.



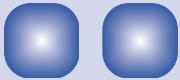
## Results as the basis for project monitoring

Under the HERMES **phase model**, the results expected during the project are assigned to their respective decision points. The **progress** of the project can be **verified** against clear standards by verifying these **results**.

HERMES can define different decision points and results for different project types, so that different requirements are taken into account. Note that HERMES describes only the most important results. Additional results and/or decision points are defined and documented in the project manual during the initialisation phase.

In addition to the practice-area results, the results of the project management process itself (the project report, project history, records, etc.) and those of other sub-models are of great importance for the project.

At each decision point, not only specific, specialized criteria are evaluated, but also general considerations with implications for the status of the project. The most important criteria for such evaluations are: **the project manual, the project plan, and the QA, RM and CM plans**.



### Execution checklist: General evaluation questions

- Are the project goals and the corporate strategy mutually compatible?
- Are the boundaries with respect to other projects clearly defined, and are they respected?
- Are the necessary resources available (personnel, financial, material)?
- Is the project organisation suited to the requirements of the task?
- Have all the pertinent co-ordination and oversight instances been informed or consulted?
- Are employees with the necessary qualifications available?
- Is the project plan in active use, and are appropriate corrective steps taken when deviations occur?
- Are project risks actively identified, and suitable steps taken to reduce risks?
- Are QA measures planned and carried out?
- Are information security and data protection ensured?
- Is there a suitable configuration and change management process?



### ➤ **The manager's job**

- Perform active project controlling, or contract for external project controlling
- Support the project leader in public relations work for the project
- Ensure the propagation of project reporting or status reports by the project management
- Support the project leader in dealing with project team members and potential suppliers
- Support the project leader in solving critical project situations

### ☒ **Checklist: Directing the project**

- Is the status of the project reported and communicated regularly?
- Is the size of the project (or the solution) under control?
- Are the costs under control?
- Is the quality of the results assured?
- Are the risks being actively managed?
- Are the people who are most important for the project's success involved and available?
- Are the defined intermediate objectives and results being achieved?

### **Project board meetings**

The project board meeting is an important instrument for the purchaser in directing the project and ensuring that the project's intended goals are met.



### ☒ Checklist: Preparing a project board meeting

Because a project board meeting is very important, it is essential to prepare it as thoroughly as possible.

Each project board meeting is organized by the project leader. The project leader is also responsible for providing the purchaser (the project board chairman) and the project board members with the necessary documents well ahead of time. The project board chairman will conduct the meeting, while the project board members must prepare for the project board meeting.

Activities	Responsibility
• Plan the meeting (location, room, time, infrastructure)	→ PL
• Update personal dossier (correspondence, standing files, documents)	→ All
• Notice moods	→ PU, PL
• Verify finances	→ PU, PL
• Prepare a list of queries	→ Project board members
• Unresolved issues in the project	→ PL
• Announce objectives for the meeting	→ PU
• Prepare and distribute the agenda before the meeting	→ PU
• Inform participants what is expected of them (including time schedule)	→ PU
• Anticipate decision	→ PU



### ☒ Checklist: Project board agenda proposal

- Questions on the previous meeting's minutes and matters pending
- Project leader's status report (resources, deadlines, finances)
- Quality assurance (QA), project marketing (MA), configuration and risk management (CM/RM), etc.
- Motions, decisions
- Outlook (resources, deadlines, finances)
- Other
- Matters pending, next meeting

### ☒ Checklist: Conducting the project board meeting

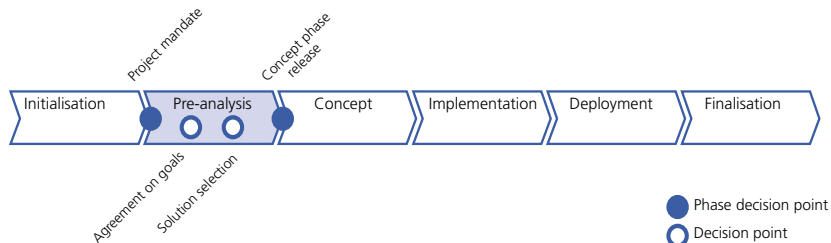
- Goal-oriented chairmanship
- Concentrate on essentials
- Agree on ground rules for the meeting
- Confirm the agenda and stick to the schedule
- Appoint someone to take minutes

### ☒ Checklist: Project board meeting follow-up

- For a project board meeting to be efficient, certain follow-up tasks must also be carried out quickly and reliably:
- Prepare and distribute the minutes within an agreed deadline (such as three days)
- Monitor follow-up action on pending matters as decided



The chapters that follow describe the «practice-area» HERMES phases. Each of these phases is briefly described with a list of the decision points and corresponding results for the «System Development» project type.



The «Pre-analysis» phase is a process of clarification, with reasonable expense, leading to a decision on the basic type of system development to be undertaken. Inefficient or unfeasible plans should be identified and promptly abandoned in this phase.

**Decision point: agreement on goals**

Result	Evaluation criteria
Assessment of the situation	<ul style="list-style-type: none"><li>• Does the scope of the investigation comprise all conceivable solution domains? Should the scope of investigation be broadened?</li><li>• Has the analysis been performed with the necessary and appropriate depth?</li><li>• Have considerations of IT security and data protection been analysed and assessed as necessary for the given situation?</li></ul>
System objectives	<ul style="list-style-type: none"><li>• Do the system objectives match the problems to be solved (the needs) as described in the assessment of the situation?</li><li>• Are the system objectives in conflict with the project conditions?</li><li>• Are the system objectives in keeping with corporate goals?</li><li>• Do the system objectives include appropriate IT security and data protection objectives?</li></ul>

### Decision point: solution selection

Result	Evaluation criteria
System requirements	<ul style="list-style-type: none"> <li>• Have the system requirements of the most important parties (purchaser, user, organisation) been incorporated?</li> <li>• Has it been ensured that no important party has been forgotten?</li> <li>• Are the system requirements sufficiently detailed for the present phase?</li> <li>• Are the system requirements free of contradictions and inconsistencies?</li> <li>• Are both the functional and the non-functional system requirements defined?</li> </ul>
Proposed solutions	<ul style="list-style-type: none"> <li>• Do the system objectives leave enough design freedom to permit a search for solutions?</li> <li>• Are the defined system objectives attainable?</li> <li>• Have all reasonable solutions been examined?</li> <li>• Has the applicability of existing or projected solutions been examined?</li> <li>• Do the proposed solutions fulfil the defined system objectives and system requirements? In particular, do they fulfil all the objectives and requirements of IT security and data protection?</li> </ul>



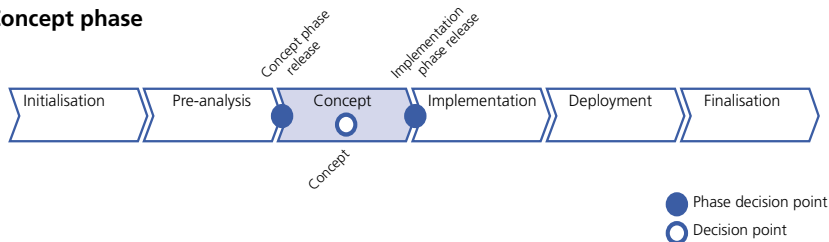
Result	Evaluation criteria
Proposed solutions	<ul style="list-style-type: none"><li>• Is the rationale for the proposed solution sound and sufficient?</li><li>• Has the applicability of off-the-shelf products been sufficiently examined?</li><li>• Can the proposed solution be integrated in the environment?</li><li>• Does the proposed solution have the support of the department concerned (the intended beneficiary of the solution)?</li><li>• Do the solutions allow for possible changes in the environment? Is the solution designed not just for the momentary situation?</li><li>• Have the possible ramifications of the solutions been analysed and evaluated?</li><li>• Is the proposed solution technically feasible?</li><li>• Is it realistic and plausible from the point of view of cost-effectiveness?</li></ul>



## Concept phase release

Result	Evaluation criteria
«Pre-analysis» report	<ul style="list-style-type: none"> <li>• Has the report been presented to all parties involved to obtain their views?</li> <li>• Does the report clearly and correctly summarize the results and the situation surrounding the decision?</li> <li>• Have the projected QA measures been carried out successfully?</li> </ul>

## Concept phase



The «Concept» phase is devoted to refining the selected proposed solution and permits a sound assessment of the system. The resulting Concept determines the framework of the subsequent Implementation and deployment.



## Decision point: concept

Result	Evaluation criteria
Off-the-shelf solutions and equipment	<ul style="list-style-type: none"> <li>• Has the applicability of off-the-shelf products been sufficiently examined?</li> <li>• Is the decision in favour of Implementation rather than using an off-the-shelf product well-founded?</li> <li>• Have the methods introduced along with the off-the-shelf products been integrated in the solution?</li> <li>• Do the off-the-shelf products fulfil the objectives and requirements of data protection and IT security?</li> </ul>
Detailed study and prototypes	<ul style="list-style-type: none"> <li>• Have the critical subsystems been identified?</li> <li>• Have the objectives, scope and depth of the investigations been determined with the aid of a prototype or detailed study?</li> <li>• Have the results of the detailed studies and prototypes been integrated in the Concept?</li> <li>• Have alternative Concept variants been examined?</li> </ul>



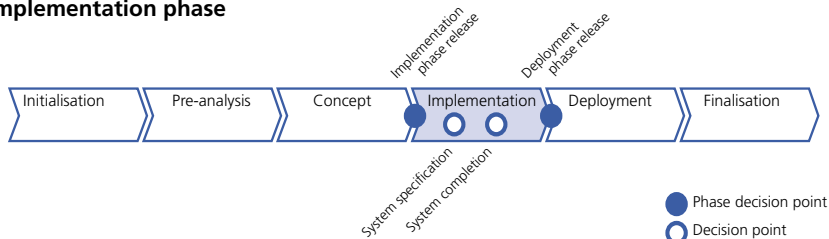
Result	Evaluation criteria
Concept results	<ul style="list-style-type: none"> <li>• Are the system requirements unambiguous, consistent, and actually attainable? Is the fulfilment of the system requirements verifiable?</li> <li>• Are the system requirements free of hidden Concept decisions (anticipated Implementation)?</li> <li>• Does the system architecture have plausible answers to all system requirements? In particular, are the data protection and IT security requirements fulfilled?</li> <li>• Has the Concept been prepared in sufficient detail?</li> <li>• Are all aspects of the proposed Concept plausible and feasible (equipment, hardware, software, organisation, IT security, data protection)?</li> <li>• Does the Concept have the support of the department concerned (the intended beneficiary of the system)?</li> <li>• Have the risks and problems in regard to the subsequent Implementation and deployment been clarified adequately?</li> </ul>



## Implementation phase release

Result	Evaluation criteria
«Concept» report	<ul style="list-style-type: none"> <li>• Has the report been presented to all parties involved to obtain their views?</li> <li>• Does the report clearly and correctly summarize the results and the situation surrounding the decision?</li> <li>• Have the projected QA measures been carried out successfully?</li> </ul>

## Implementation phase



The «Implementation» phase is concerned with the construction of the system and other prerequisites for subsequent deployment.



### Decision point: system specification

Result	Evaluation criteria
System specification (system requirements, system design, migration design)	<ul style="list-style-type: none"> <li>• Is the system design still within the framework specified in the Concept phase?</li> <li>• Are the system requirements (with respect to the system design) unambiguous, consistent, and actually attainable? Is the fulfilment of the system requirements verifiable?</li> <li>• Does the system design have plausible answers to all system requirements?</li> <li>• Does the migration design take all major problems and risks into consideration? In particular, has sufficient consideration been given to the organisational implications?</li> <li>• Does the fall-back solution to be used when the system fails meet the needs?</li> <li>• Is the system specification a sufficient basis for the subsequent construction of the system?</li> <li>• Has a test environment been set up? Are there suitable test specifications for all the system components named in the testing plan?</li> </ul>
Prototypes	<ul style="list-style-type: none"> <li>• Has the prototype been integrated as a project result in the system specification?</li> <li>• Have all reasonable variations of the system specification been examined?</li> </ul>

**Decision point: system completion**

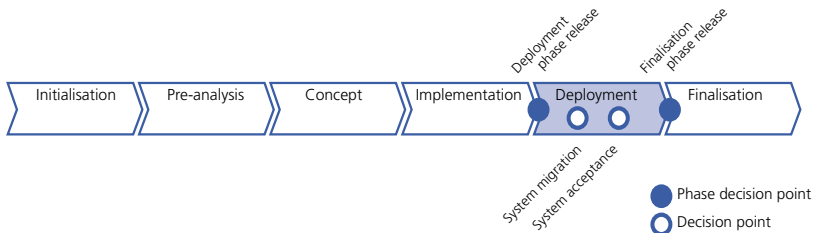
Result	Evaluation criteria
Organisation handbook, migration procedure, user manual, equipment, support manual	<ul style="list-style-type: none"><li>• Does the system as created correspond to the system objectives, system requirements and system architecture?</li><li>• Have the applicable Implementation guidelines and standards been observed?</li><li>• Do the test reports show that the system can be accepted as ready for deployment?</li><li>• Have effective steps been taken to deal with the defects identified?</li><li>• Have the organisational units concerned been properly informed of the plan?</li><li>• Does the training concept build on the participants' existing qualifications?</li><li>• Have the risks involved in the migration to the target system been identified, and steps taken to minimize them?</li></ul>



## Deployment phase release

Result	Evaluation criteria
«Implementation» report	<ul style="list-style-type: none"> <li>• Has the report been presented to all parties involved to obtain their views?</li> <li>• Does the report clearly and correctly summarize the results and the situation surrounding the decision?</li> <li>• Have the projected QA measures been carried out successfully?</li> </ul>

## Deployment phase



The «Deployment» phase is concerned with installing the system and putting it into operation. This phase ensures a safe transition from the existing system to the new system in operation.



### Decision point: system migration

Result	Evaluation criteria
IT system	<ul style="list-style-type: none"><li>• Have the components and data to be migrated been identified and documented?</li><li>• Has the migration been verified as reproducible?</li><li>• Is there a fall-back solution in case defects in the system are discovered after migration?</li></ul>
Migration procedure	<ul style="list-style-type: none"><li>• Has the system migration been performed in the production environment, or at least in a similar environment, for the acceptance tests?</li><li>• Has the application data been migrated in order to perform the acceptance tests?</li><li>• Is «infrastructure data» (user accounts, permissions, etc.) included as part of the migration?</li><li>• Have the necessary incidental measures been put in place for the acceptance tests?</li></ul>



### Decision point: system acceptance

Result	Evaluation criteria
Verification and testing reports	<ul style="list-style-type: none"> <li>• Can the system be accepted based on the test reports?</li> <li>• Have the defects identified been corrected?</li> <li>• Have all results been delivered and all services performed?</li> <li>• Have all the contractual agreements been fulfilled?</li> </ul>
Deployment concept	<ul style="list-style-type: none"> <li>• Do the users have sufficient training and experience to use the system effectively?</li> <li>• Has everyone concerned been informed of the new distribution of tasks and responsibilities?</li> <li>• Has the transition from old to new activities been carried out successfully for each user?</li> <li>• Are all the organisational conditions fulfilled for the system's operation?</li> <li>• Is there a plan for support when users and operators have problems?</li> <li>• Is there a plan for preventive maintenance? Is there a maintenance agreement?</li> </ul>

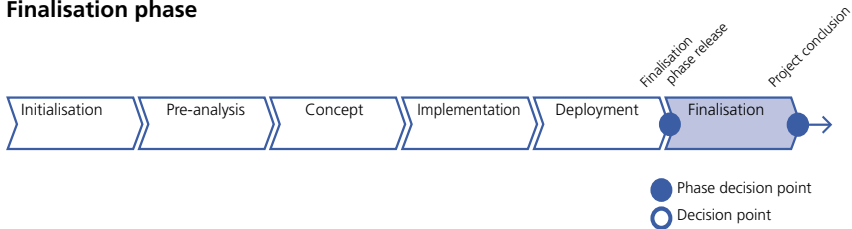


Result	Evaluation criteria
Deployment concept	<ul style="list-style-type: none"> <li>• Has the system administrator been designated and instated?</li> <li>• Has the deployment process been evaluated so that the experience gained can be put to use in case of multiple deployments?</li> </ul>

### Finalisation phase release

Result	Evaluation criteria
«Deployment» report	<ul style="list-style-type: none"> <li>• Has the report been presented to all parties involved to obtain their views?</li> <li>• Does the report clearly and correctly summarize the results and the situation surrounding the decision?</li> <li>• Have the projected QA measures been carried out successfully?</li> </ul>

## Finalisation phase

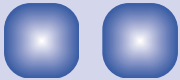


The Finalisation of a project dissolves the project organisation. This phase must ensure that the resources (personnel and material) are released, and the project results are safely transferred to the appropriate operational units.

Furthermore, attention should also be paid to recording the experience gained through the project so that the organisation can improve the quality of its project execution.

As a rule, a project can only be dissolved when all of the conditions necessary for operation and maintenance have been established and delivered.

HERMES supports these functions in the «Finalisation» phase of a project.



### ➤ **The manager's job**

- Support the Finalisation of the project (completion of the documentation, tasks involved in transfer to operations, etc.)
- Instigate changes indicated by the project evaluation
- Ensure that the transfer to operations/maintenance is carried out
- Ensure that the project portfolio is updated
- Prepare a professional evaluation for the project leader

### ☒ **Checklist: Project Finalisation**

- Has the experience gained during the project been recorded? Has the actual cost been calculated?
- Are there changes to be made based on the project evaluation?
- Are all the results ready for transfer to operations or maintenance?
- Has the transfer to operations or maintenance been completed?
- Have supporting activities, such as QA, CM, RM, and MA, also been completed?

### **Operation of the IT system.**

A successfully introduced system always has an effect on the organisation that initiated the project. The managers of the organisation must address such effects appropriately.

### ➤ **The manager's job**

- Make sure that the changes introduced by the project are maintained
- Identify and solve problems that arise in conjunction with the new system.
- Study the system's costs, benefits, and efficiency as a continuous function (performed by the product manager, if appropriate)



## Appendix: Contents of the project proposal

### 0 General

#### 1 Purpose of the document

2 **Management summary:** a concise abstract of the chapters that follow. It should be no more than two pages long, and preferably printed on paper of a different colour.

3 **Starting point:** formulation of the problem, motivation and rationale for the project, project conditions, assessment of the situation, work performed to date

4 **Goals and solutions:** goals (short term, long term), possible solutions, assessment of security and privacy considerations

5 **Resources required** (estimate of requirements for): materials, personnel, training, services

6 **Planning and organisation:** project organisation, deadlines, priorities

7 **Cost-effectiveness:** a rough estimate of costs and benefits

8 **Consequences:** effects of Implementation (on organisation, personnel, plant, regulations and instructions); effects of non-implementation; of delayed implementation (with respect to the preferred deadline); effects on interfaces to other systems; improvements in quality; risk assessment; fall-back solutions

9 **Proposal:** decisions to date; formulation of the project proposal

10 **Appendix:** additional documents, statements, reports



## Common stumbling blocks

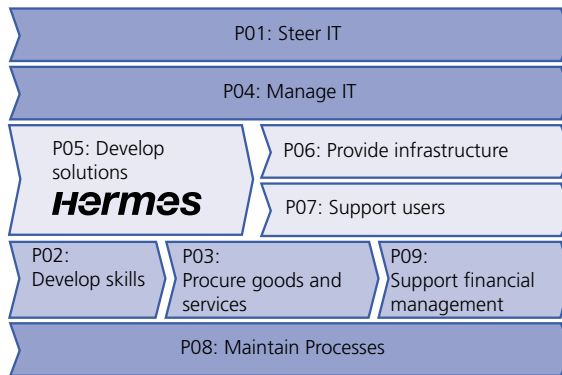
- No definite project launch. Various activities are undertaken, some of them irrelevant; project participants lose confidence and motivation.
- Project launched, but resources are not allocated; the budget is not approved.
- The project may be blocked by management: no independent project organisation has been created, no appropriate authority delegated.
- Every problem-solving effort is considered a project; no portfolio is kept.
- Minor tasks that should be assigned to the line organisation are treated as projects.
- Deadlines and milestones are monitored poorly, or late, or not at all. Problems are not addressed. Action to take is not defined. Feedback from results to planning is missing; deviations from plans are registered haphazardly or not at all.
- The risk analysis is very superficial and/or not appropriate to the case at hand
- The project organisation is put into effect before the new organisational structure and the responsibilities of the project members have been thoroughly worked out.
- The employees show no creativity; they work by the book; they fail to recognize the sense or purpose of their activities, and hence fail to evaluate them critically.
- The organisation places excessive trust in external consultants, and is not really in control of the procedure or project.
- Rumours: people are chosen without explanation or consensus; the future of the project is not assured by management; communication about the status of the project is poor; the employees do not know exactly what their job is: the rumour mill is running at full speed.

Source: Federal Office of Personnel



## HERMES in the federal administration

The diagram illustrates the organisation of IT processes in the Swiss federal administration. The HERMES project management method is the core instrument of IT process P05, «Develop Solutions».



Source: IT Processes of the federal administration (intranet: <http://qmx.isb.admin.ch>)



## Risk assessment checklist

Area	Potential risks for the project
Project management, organisation	
Planning	<ul style="list-style-type: none"> <li>• Is the planning up-to-date, adopted and active (is it being put into practice)?</li> <li>• Are the milestones suitable as measurements of the project's progress? Are the deadlines and the number of milestones appropriate?</li> <li>• Has the planning been communicated to the service providers and service procurers concerned?</li> </ul>
Decisions, implementation mandate and performance verification	<ul style="list-style-type: none"> <li>• Do the project committees, service providers and service procurers reach decisions promptly?</li> <li>• Are the decisions followed by a clear implementation mandate (including clear responsibilities), and does a verification of performance take place?</li> </ul>
Information	<ul style="list-style-type: none"> <li>• Are the project participants well informed (promptly and in relation to their tasks)?</li> </ul>



Resources: cost-effectiveness	
Financial resources	<ul style="list-style-type: none"> <li>• Have the financial resources been agreed in writing with the competent authorities? Are the financial resources available?</li> </ul>
Human resources	<ul style="list-style-type: none"> <li>• Have the human resources been agreed in writing with the competent authorities?</li> <li>• Are the human resources available, with the necessary qualifications, in the necessary numbers?</li> </ul>
Unforeseen resource needs	<ul style="list-style-type: none"> <li>• Is there, for any reason, a potential for unforeseen resource needs?</li> </ul>
Results: Solution	
Requirements	<ul style="list-style-type: none"> <li>• Are the service procurer's requirements complete and qualitatively practical?</li> <li>• Are the requirements sufficiently stable?</li> <li>• Is there a clear change management concept?</li> </ul>



Application complexity; breaking down the task	<ul style="list-style-type: none"> <li>• Is the IT solution to be developed complex?</li> <li>• Is it practical to break down the task of implementing the requirements?</li> </ul>
Interfaces to other systems in the environment	<ul style="list-style-type: none"> <li>• Are the interfaces to other systems in the environment well defined?</li> <li>• Are they compatible in content and timing?</li> </ul>
<b>User integration: acceptance</b>	
User integration	<ul style="list-style-type: none"> <li>• Have the future users been integrated in the project?</li> </ul>
User acceptance	<ul style="list-style-type: none"> <li>• Is the users' acceptance verified regularly?</li> </ul>
<b>Service provider: company</b>	
Company stability	<ul style="list-style-type: none"> <li>• Are there signs that the company's existence is threatened, or that its ownership may change?</li> </ul>
Ownership of results and work in progress	<ul style="list-style-type: none"> <li>• Are there signs that the company's existence is threatened, or that its ownership may change?</li> </ul>
Technology transfer	<ul style="list-style-type: none"> <li>• Has the desired degree of technology transfer been assured?</li> </ul>

Source: IT Controlling Manual of the federal administration



## Abbreviations

Abbreviation	Meaning
CBE	Cost/benefit/efficiency
CM	Configuration management
FSUIT	Swiss Federal Strategy Unit for IT
ICT	Information and communication technology
ISDP	Information Security and Data Protection
MA	Project marketing
PB	Project board
PL	Project leader
PU	Purchaser
RM	Risk management
SLA	Service level agreement
SPC	Service procurer
SPV	Service provider
QA	Quality assurance



*Hermes*