

Case Study:  
PUBLIC SERVICES

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# IMPROVING ENTERPRISE PROGRAM MANAGEMENT WITH OUR ROBUST vPM TOOL SET

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## NAVAL SURFACE WARFARE CENTER DAHLGREN DIVISION

The Naval Surface Warfare Center—Dahlgren Division (NSWCDD) sought to provide its decision makers with timely, accurate, and usable information about ongoing technical projects through the integration of numerous disparate program management systems. BearingPoint was engaged to help the organization leverage Web-enabled technology to rapidly enhance visibility, improve communication among different functional groups, and promote enterprise-wide program management best practices.

### MEETING THE NEED FOR INTEGRATED PROGRAM MANAGEMENT

NSWCDD is a science and engineering facility that the Navy relies on to efficiently provide effective and reliable weapon systems for the fleet. To this end, hundreds of ongoing systems engineering and software development



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projects are conducted by government and contractor scientists and engineers. The Surface Ship Program Office (SSPO) within NSWCDD is responsible for managing the efforts of more than 20 independent functional groups supporting the software development life cycle for several major weapon systems projects.

The organization recognized that these projects were being planned and managed with vastly different project management applications and methodologies, which prevented the program office from collecting timely and accurate business metrics and technical data for use in decision making. The information systems comprised a set of incompatible mainframe, client/server, and desktop applications that contained redundant data and included significant gaps in crucial program management information. These systems were maintenance-intensive and were not user-friendly.



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Different project management applications and methodologies were preventing the program office from collecting timely and accurate business metrics and technical data for use in decision making.

Based on our ability to rapidly complete large-scale systems integration projects, our thorough understanding of the technology required, and our familiarity with the organization's business processes and training needs, BearingPoint was selected to recommend and implement a comprehensive management information system that would quickly fulfill NSWCCD's program management objectives.

#### MOVING RAPIDLY FROM ASSESSMENT TO IMPLEMENTATION

After an assessment of the organization's current applications, BearingPoint recommended several leading commercial off-the-shelf-based products, including (1) an enterprise-capable project management suite and (2) a decision support system. NSWCCD's objective was to consistently implement these capabilities across the organization for approximately 160 project managers and nearly 1,000 users.

To help meet this objective, BearingPoint efficiently deployed our Enterprise Program Management solution, which includes our robust tool set offering, Virtual Program Management (vPM). Using vPM, our



experienced professionals rapidly integrated program management information with other legacy source data to provide the organization's project managers with the necessary business and technical information to manage this large, complex program.

#### PROJECT MANAGEMENT SUITE

The first of the two major project components was TeamPlay®, a robust project management suite from Primavera Systems, a leading provider of Web-based and enterprise project management software. BearingPoint's implementation approach included three parts: Primavera's implementation methodology, our proprietary project management methodology, and our extensive public services experience and thorough understanding of

the Navy's business management processes and culture. The TeamPlay implementation included the installation of and training in TeamPlay's Project Manager, Portfolio Analyst, Methodology Manager, and Team Player modules.

Due to the complexity of the implementation, BearingPoint developed comprehensive communications, change management, and risk management plans, which included newsletters, an intranet site devoted to the project, and detailed risk mitigation/contingency plans. During the initial stages of the project, Primavera Systems teamed with us to provide on-site technical support and assistance in developing and delivering tailored process-based training.

#### DECISION SUPPORT SYSTEM

BearingPoint's implementation of the decision support component of vPM included the application of our own widely used data warehousing methodology. Our experience in developing similar data warehousing solutions for other federal government organizations, coupled with our thorough understanding of the client's business process environment, resulted in a solution that was

uniquely customized to the needs of NSWCCD. DataStage® Extended Edition by Ardent™ provided the extraction, transformation, and loading capabilities while DSS Suite™ by MicroStrategy® enabled the desired information “push,” customized alerts and reports, and online analytical processing (OLAP).

The overall approach for deploying this decision support system was to develop a series of functionally oriented increments of the custom-designed data marts in a six- to nine-month time frame. This iterative process offered quality information in focused subject areas to users as quickly as possible. In addition to being completely Web-enabled, the solution not only allowed users to conduct standard and ad hoc queries but also included “smart alerts” when specific business conditions were present or when project performance parameters were being approached or exceeded. This solution was met with a high degree of acceptance by users at all levels because BearingPoint stressed significant user involvement in every phase of the development, from requirements definition to acceptance testing.

## DELIVERING ACCELERATED RESULTS

The project management processes and TeamPlay software portion of vPM were fully implemented for approximately 160 managers and nearly 1,000 end users. In a single Web-based interface, users provide daily and weekly project status inputs into the project management database, offer technical feedback to project leaders, and concurrently provide summary-level information for the existing government payroll system.

This unique system is helping NSWCCD’s SSPO program managers increase their visibility into projects, improve program-wide communication, and provide for organizational best practices. As the system and management processes mature more

Using vPM, BearingPoint’s experienced professionals rapidly integrated program management information with other legacy source data to provide the organization’s project managers with critical business and technical information.

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fully, NSWCCD will realize even greater access to critical information, which can help enhance its competitiveness and provide sound justification for its annual budgets.

The decision support system implementation includes two completed increments: Program Management (Financial) and Program Management (Technical). These data sources afford project managers the ability to combine appropriate technical, schedule, and cost data for a true enterprise-wide view of the organization. The decision support system has already given Navy project managers better insight into data from existing operational systems and data collection processes and is expected to provide even more insight in the near future as subsequent data increments come online.

BearingPoint’s knowledge of and experience with the client’s processes were incorporated into the tool training, making the “just-in-time” process-based training more applicable and well received by most users. NSWCCD has used this implementation as the foundation for improving its management processes, and it continues to seek BearingPoint’s involvement as it strives to further

increase the use of technology in managing its projects, implementing an earned value management system, and improving its Capability Maturity Model for Software level.

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BearingPoint provides business consulting and systems integration to Global 2000 and government organizations. Our approximately 16,000 professionals in 39 countries leverage extensive industry and technology domain experience and flexible tools and methodologies to successfully deliver on time and on budget. We get the job done for our clients because we do whatever it takes to deliver on our promises with speed and purpose.

As our name implies, at BearingPoint we help our clients set the direction to reach their goals. As business systems integrators, we align our clients' business processes and information systems to enable them to access the right information at the right time, empowering them to achieve their desired business results and create

enterprise value. To learn more about BearingPoint, please contact us at 1-866-BRNGPNT (1-703-747-6748 from outside the U.S. and Canada) or visit our Web site at [www.bearingpoint.com](http://www.bearingpoint.com).



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