

Building A Successful Business Using Good Project Management Practices

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Amyx, Inc.**



RS Information Systems

What a Difference 11 Years Make...

- **1993**

- 2 Employees, \$325,000 Revenue

- **2004**

- 1,700 Employees, \$320 Million Revenue, \$1.2 Billion Contract Backlog
- 39 Federal Government IT/Engineering Support Contracts, 16 Generating \$5 Million Per Year
- Customers: US Air Force, US Navy, NOAA, NASA, DOE, DOT, SSA, etc...
- Services Provided:
 - IT – Application Development, Network Operations, Security, Web Design, Seat Management
 - Engineering – Radar Operations, Weather Prediction, Satellite Data Processing, Telecommunications Operations
- ISO Certification, SEI-CMM Certification
- Capture of 96% of Available Award Fee



A Major Driver In This Growth Was The Application of Good Project Management Practices

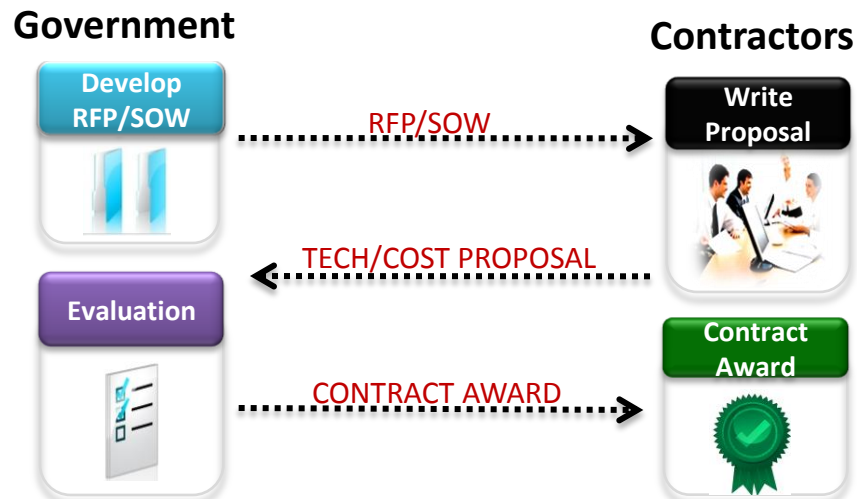
Successful Project Management = Customer Satisfaction = Successful Business

- **RSIS and Amyx's Mission** – Exceed Customer Expectations on Every Contract and Provide an Environment That Challenges, Recognizes, and Rewards Employees
- **Customer Satisfaction** is Earned by Delivering Outstanding Service at a Competitive Cost
- **Effective Project Management** Leads to the Delivery of Outstanding Service



Using Good Project Management Practices - **Initiation**

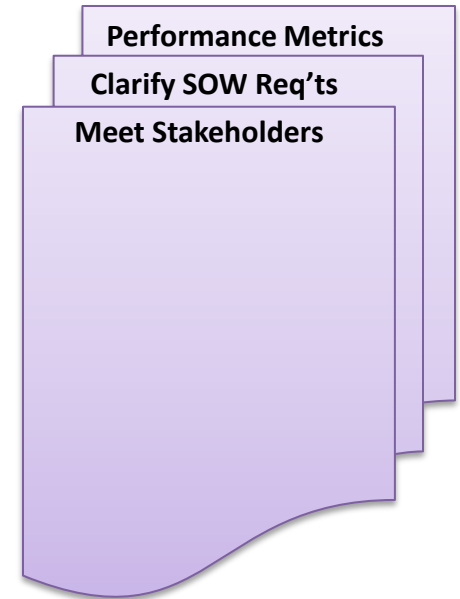
- Government Issues a Request for Proposal With a Statement of Work
- Competing Contractors Submit Proposals That Usually Include Their Technical Approach, Management Approach, Key Personnel, Past Performance, and Cost
- RSIS' Proposals Contained Detailed Project Management Plans With Work Breakdown Schedules, Gantt Charts, Resource/Staffing Plans, Risk Mitigation Plans, and Detailed Cost Proposals
- Government Evaluates Proposals and Awards a Contract (Won Over 50% of Bids)
- Our Project Charter is Defined by the Awarded Contract/Task and its Associated Statement of Work. Our Draft Project Management Plan is Defined in our Technical, Management, and Cost Proposals



Initiation (Continued)

Contract Kickoff Meeting

- **At the Contract Kickoff Meeting, we Accomplish the Following:**
 - Meet All Significant Customer Stakeholders (Contracts Officer, Contracts Officer's Technical Representative, Program Manager, Task Managers, etc.)
 - Clarify SOW Requirements, Deliverables, Reporting Procedures, Invoicing Procedures, Etc...
 - Develop/Clarify Performance Metrics and Methods to Measure Accomplishment of Them – Even if the Contract Does Not Require Them!



Rigorous Requirements Management is an Essential Factor in Project Success!

Using Good Project Management Practices - **Planning**

- **Project Management Plan** (WBS Creation; Activity Identification, Sequencing, Duration Estimation, and Resource Estimation; Project Schedule Creation; and Project Cost Creation)
- **Contract Transition Plan** (When Taking Over for a Previous Contractor)
 - Capture of Desired Incumbents/Hiring of New Staff
 - Assumption of Ongoing Work
 - Activate Subcontractor and Vendor Agreements
 - Conversion of System Licenses, Warranties, etc...
- **Risk Management Plan** – Identify and Qualify Potential Risks and Determine Risk Mitigation and Elimination Strategies

Using Good Project Management Practices – Project Execution and Monitoring

- **Our Project Managers Ensure That:**
 - Every Project Staff Member Has Defined Goals and Objectives
 - Project Teams Follow Established Standard Operating Procedures
 - Project Teams Enlist Our “Birds of a Feather” Program When Problems Occur That Can Not be Fixed by the Local Team Staff
 - Weekly “Actual Vs. Budget” Progress is Tracked and Monitored for All Major Project Activities



Using Good Project Management Practices – Customer Communication

- **Every Customer Has Web Access to:**
 - Actual vs. Planned Schedule Status
 - Actual vs. Planned Cost Status
 - “Estimate to Complete” Cost
 - Performance Statistics vs. Performance Metrics (example: Average Time to Resolve Help Desk Call)
 - All Deliverables (Including Monthly Status Reports)
 - Contract/Task Information (SOW, Proposal, etc.)
- **Formal Monthly Status Reviews Are Held With Each Customer**
- **All Customers Have Face-to-Face Meetings With Executive Management at Least Twice a Year**



Using Good Project Management Practices – **Customer Communication** (continued)

- **Twice Each Year, We Send Formal Customer Surveys (“The Ameyometer”) that Measure Each Customer’s Satisfaction Level for:**
 - Quality
 - Timeliness
 - Cost Control
 - Project Management
- **Project Manager and Employee Bonuses Are Directly Tied to Customer Survey Results**



Using Good Project Management Practices – Human Resources

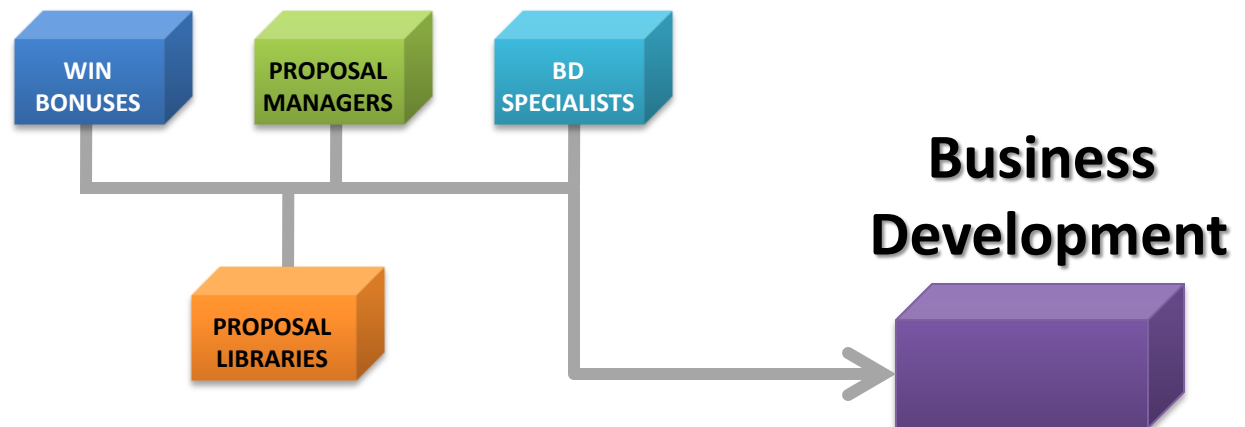
- Each Staff Member Has Access to \$5,000 Annual Training Funds for College Courses, Certifications, and Degrees
- Spot Bonuses Are Given to Employees Who Received a Customer “Letter of Commendation”– Within 5 Days and In Front of Their Peers
- Each Staff Member Receives an Annual Professional Development Plan
- Multiple Functions (Picnics, Parties, Community Outreach Events, “All Hands” Meetings, etc.) Are Held Annually to Foster Team Building



Customer Satisfaction Is Not The Only Key To A Successful Business

- **Invest in Business Development**

- Hire and Incentivize Proven Business Development Specialists and Proposal Managers
- Hire Good Project Managers and Task Leaders Who Also Have A Flair For Business Development
- Give Generous “Win Bonuses” to Staff Who Support Capture of New Opportunities
- Create Proposal Libraries
- Train Managers and Staff on Good Business Development Practices



Customer Satisfaction Is Not The Only Key To A Successful Business (Continued)

- **Make Informed Bid/No Bid Decisions**
 - Meet With Customers Before the RFP is Released: Understand their Hot Buttons, Fears, and Priorities
 - Know Your Competition: Their Strengths, Weaknesses, Probable Cost
 - Select Teammates Early: Those Who Can Help You Win With Outstanding Past Performance, Cost Competitiveness, And Active Proposal Support
 - Identify and Obtain Written Commitments From Qualified Key Personnel
- **Write Winning Proposals**

BID / NO BID



Customer Satisfaction is the MOST IMPORTANT Factor in A Successful Business!