

Chapter 15

Project Management Processes Follow Up

1.0 MAIN POINTS

In our 2006 Report – Volume 3, we reported on SaskGaming’s project management processes to implement its new casino management system and made three recommendations. At March 31, 2012, SaskGaming has implemented all three recommendations for its project management process.

2.0 INTRODUCTION

In 2006, we assessed SaskGaming’s project management processes to implement its new casino management system. Our 2006 Report – Volume 3, Chapter 9 (pp. 271-285) concluded that SaskGaming had adequate project management processes except for the three recommendations we made.

On June 25, 2007, the Standing Committee on Public Accounts agreed with our recommendations.

To assess SaskGaming’s actions, we looked at their processes used during the upgrade of their casino management system (referred to as the “upgrade project”). The upgrade occurred in the fall of 2011.

3.0 STATUS OF RECOMMENDATIONS

In this section, we set out the recommendations and SaskGaming’s actions up to March 31, 2012. We found that SaskGaming has implemented our recommendations.

3.1 Report on Project’s Progress

We recommended that Saskatchewan Gaming Corporation provide complete and accurate reports on the project’s progress to senior management and the Board of Directors. (2006 Report – Volume 3)

Status – Implemented.

For SaskGaming’s upgrade project, the Executive Sponsor’s role project included coordinating communication of the project status to the Board of Directors and SaskGaming’s senior management (Executive). The Executive Sponsor of the project is also part of SaskGaming’s Executive. The project team provided periodic updates on the status of the project to SaskGaming’s Executive and the Board of Directors.



3.2 Monitoring Benefits

We recommended that Saskatchewan Gaming Corporation establish a process to monitor and track how well it achieved the benefits it set out for the project.

(2006 Report – Volume 3)

Status – Implemented.

The project charter (project plan) developed at the start of the upgrade project outlined a number of objectives and benefits. They included an expected increase in system performance, reductions in support costs, and improved documentation of the system. At the completion of the project, the project team developed a close-out report that summarized the results of the project. The close-out report documented that the project met the benefits set out in the project plan.

3.3 Document Testing and Risk Assessment

We recommended that Saskatchewan Gaming Corporation establish a process to document the results of testing of new systems and to track and document the follow-up of all risks before systems become operational. (2006 Report – Volume 3)

Status – Implemented.

At the start of the upgrade project, the project team documented its plan on how the project team would test the system to ensure it operates as intended. The plan included testing by the users to ensure the system met their needs. Once the testing was completed, representatives from the areas impacted by the upgraded system signed off on the testing to indicate they were satisfied that the system would meet their needs.

The project team set out a number of risks at the start of the project in the project plan. The documentation included an assessment of the significance of the risks and mitigation strategies to reduce the risks to an acceptable level. The project team documented the follow-up of the project risks before the upgrade became operational.