



---

## **Project Management - Implementing A New IT (Computer) System**

### **Stage 1: (Optional) Establish system need and link to business strategy**

A new IT system is often implemented as a result of a strategic imperative but it can also be as a result of a generally perceived business need.

MEC Services can help provide the strategic and business background to an implementation by identifying and documenting the system's context and objectives.

This stage involves:

- 1.1. Reviewing existing documentation (internal / external)
- 1.2. Interviewing senior managers to identify the business objectives and drivers for the new system
- 1.3. Interviewing other managers and staff to identify potential advantages and obstacles.

### **Stage 2: Prepare business case / establish project structure / train project staff**

All new IT system implementations require a project framework to allow the process to be managed properly.

MEC Services can help to establish the project structure and train the people involved in project management skills.

This stage involves:

- 2.1. Identifying problem to be solved
- 2.2. Preparing business plan
  - 2.2.1. Setting boundaries for the project (scope)
  - 2.2.2. Identifying project approach
  - 2.2.3. Setting project end dates and milestones
  - 2.2.4. Defining deliverables and set financial / non-financial success criteria
  - 2.2.5. Identifying project methodology
  - 2.2.6. Identifying resource and other constraints
  - 2.2.7. Identifying project manager
  - 2.2.8. Establishing and train project team
  - 2.2.9. Allocating roles and responsibilities
- 2.3. Setting communication strategy
- 2.4. Ensuring sponsor's commitment
- 2.5. Obtaining and allocating resources

### **Stage 3: Prepare Functional Specification and manage Invitation to Tender process**

There are always many different requirements from an IT systems and it is imperative that these are identified before a system is purchased.

MEC Services can help document these needs through the preparation of a Functional Specification. Once the specification is complete then MEC Services can assist in the





Invitation to Tender process, using our templates if appropriate, to identify those external suppliers - or the in-house development team - that could supply or develop the system.

This stage involves:

- 3.1. Establishing functional / cross-functional teams to prepare Functional Specification
- 3.2. Identifying integration issues with existing systems
- 3.3. Assist in prioritising specified system requirements
- 3.4. Obtaining approval of specification
- 3.5. Managing the Invitation To Tender process, including:
  - 3.5.1. Preparation of ITT document
  - 3.5.2. Preparation of supplier lists
  - 3.5.3. Meeting with suppliers
  - 3.5.4. Assisting in creation of supplier shortlist
  - 3.5.5. Obtaining supplier customer references
  - 3.5.6. Obtaining supplier responses to ITT
  - 3.5.7. Identifying missing elements against Functional Specification
  - 3.5.8. Preparation of approved development schedule
  - 3.5.9. Identifying cultural supplier / organisation match
  - 3.5.10. Reviewing of draft contracts including legal
  - 3.5.11. Reviewing of costs / benefits
- 3.6. Setting change management strategy
- 3.7. Setting outline hardware / software testing strategy
- 3.8. Identifying and setting user training requirements
- 3.9. Preparing an implementation plan
- 3.10. Identifying change champions and communicating reasons for change

#### **Stage 4: Manage installation of system and testing**

With any new IT system there are nearly always be new requirements that were not identified at the Functional Specification stage so it is important that the installation and testing of the new system is performed in a systematic and rigorous manner. It is important that a full test environment is established and detailed user acceptance testing undertaken using live data wherever possible; particular emphasis needs to be placed on integration with other systems.

MEC Services can help identify and undertake the appropriate testing regime for the project.

This stage involves:

- 4.1. Undertaking initial 'proof of concept' testing
- 4.2. Managing installation of system hardware - development, test, and live environments
- 4.3. Managing system testing - new hardware / software, and integration with existing systems
- 4.4. Setting configuration management strategy
- 4.5. Preparing user test scripts
- 4.6. Supporting user acceptance testing
- 4.7. Managing hardware changes
- 4.8. Managing software changes and re-testing





## **Stage 5: Undertake pilot implementation and change management**

It is always possible to take a 'big bang' approach for any new IT System but this runs the risk of meeting stumbling blocks that can derail the entire project; if at all possible a pilot implementation in one part of the organisation should be tried. The pilot project identifies any stumbling blocks, creates / communicates solutions, and documents these for future use. A successful pilot project also provides an example to the rest of the organisation of the benefits the initiative will bring.

MEC Services can help identify part of the organisation where the system can be tried as a pilot project.

This stage involves:

- 5.1. Identifying suitable pilot area and key people / processes
- 5.2. Managing the implementation and change issues
- 5.3. Mapping and re-engineering business processes
- 5.4. Setting benchmarks and establishing best practice
- 5.5. Obtaining user feedback and taking necessary action
- 5.6. Identifying change champions for full roll out

## **Stage 5a: (Optional) Process Re-engineering / Risk assessment and mitigation**

As the pilot is rolled out it may identify other business processes in the wider organisation that need to be adapted to meet some of the opportunities or constraints of the new system. The pilot project also often identifies items that can change the risk profile of the organisation.

MEC Services can help map processes, undertake process change projects, identify any new systemic or business risks, and establish contingency plans.

This stage involves:

- 5a.1. Mapping existing processes
- 5a.2. Establishing new projects to re-engineer business processes
- 5a.3. Conducting a risk assessment
- 5a.4. Establishing contingency plans to meet identified risks

(A more detailed assessment of the processes required at this stage will need to be undertaken depending on the scope of the risks identified.)

## **Stage 6: Implementation of roll out, change management, and data migration**

Once all the lessons of the pilot project have been learnt and the potential has been proved then the system can be rolled out to the rest of the organisation.

MEC Services can help roll out the system to the remainder of the organisation and help establish the most suitable operating and management procedures.





This stage involves:

- 6.1. Obtaining approval and resource commitment for the roll out
- 6.2. Undertaking additional user training
- 6.3. Repeating necessary steps from Stage 4
- 6.4. Obtaining feedback and taking necessary action
- 6.5. Amending / creating Service Level Agreements (SLAs)
- 6.6. Linking employee appraisal objectives, and remuneration where relevant, to new IT system and processes

## **Stage 7: Review project and disseminate lessons learned**

All projects, by definition, have a finite end when the initiative that was being implemented becomes part of 'Business as Usual'.

MEC Services can help close the project and communicate the lessons learned so that they become part of the organisation's knowledge base.

This stage involves:

- 7.1. Reviewing project and publish lessons learned
- 7.2. Confirming ongoing responsibilities and review processes
- 7.3. Formally closing project
- 7.4. Celebrating success
- 7.5. Conducting 3 / 6 / 12 / 24 months external review as appropriate

## **Additional Help**

To discuss how MEC Services can help you, please ring 01502 512814 or email us at [info@mecservices.co.uk](mailto:info@mecservices.co.uk) and we will contact you to arrange a, no obligation, preliminary discussion.