

**IN-FORM CONSULT
METHODOLOGY**

**Defining and Implementing
EDRM Projects**

SUMMARY

Why a Methodology?

A methodology is a repeatable approach for organising and managing projects in a quality consistent manner, from inception to completion, across different projects involving different personnel. It encompasses

- What must be done, why, when, and how ("the project")
- Resources that enable it to be done (people, roles, processes and documents)
- Tools that enable it to be managed (plans, checklists, reviews).
- It ensures a
 - Standard, repeatable process for managing customer projects
 - Consistent environment for full control over budget, timescales and deliverables
 - Structured, iterative process for the management of all aspects of the project – including change, risk and progress against target.

The **In-Form Consult Methodology for EDM Projects (IFCM)** describes the complete lifecycle of the project, in discrete, clearly defined steps. It covers all stages of a project, from initiation through to delivery to client, and continues beyond that into ongoing support.

Why IFCM is different

- IFCM is a complete methodology encompassing all types of project – whether they involve the development of a new IT solution, the procurement of a packaged IT solution, or even a non-IT solution, for example the introduction of new clerical procedures and/or organisational models.
- IFCM is specifically designed to embrace not only traditional *document management* approaches, but also a structured approach to *records management*. This allows the development of a total information management strategy for e-records, to meet legislative and statutory requirements in addition to operational objectives.
- IFCM treats the project not as the implementation of a new technology, but as *the migration of an organisation from an old way of working to a new way of working*. It therefore addresses cultural change, communications, training and user impact as crucial elements in the management of the project. Our projects commence with one or more workshops, in order to meet key stakeholders and establish open channels of communication and information.
- We recognise that clients will often utilise us only for specific elements of a project, and may use in-house resources or even other consultancies for other aspects of the project. IFCM enables us to step into a project at any stage, and ensure a consistency of approach by consolidating elements of the project outside our control, into the overall framework.
- IFCM adopts best practices for the conduct of projects. This includes for example conformance with *PRINCE2* and *ISO 9000* principles: adoption of *OGC Gateway Reviews* where appropriate: adherence to guidelines for managing electronic records such as those as laid down by the *National Archives*, *ISO15489* and *MoReq*: adherence to financial guidelines laid down in the *Treasury Green Book*: and best practise for implementation as defined in *OGC Managing Successful Programmes*.
- IFCM is built around *regular project review*. This is a continuous process, in conjunction with the client, for assessing whether the project is on schedule, on target and on budget, and implementing remedial action where necessary to bring the project back in line.
- IFCM does not end with project implementation. It continues throughout the lifetime of the project, enabling a continuous review of success and achievement of objectives.

The Stages of the Project

Project Definition

Project Definition establishes both the management framework for the project and the very purpose of the project itself.

- It commences at project inception, and involves all key stakeholders.
- It addresses project organisation, stakeholder commitment and role, risk assessment, feasibility, financial viability, success criteria and objectives.
- It is continually expanded and updated throughout the project lifecycle, as more information is gathered and refined.
- It continues through to project delivery and ongoing operation.
- A solid, well-constructed definition is both the foundations of, and essential to the success of, any project. If the project definition is skimmed, then
 - The client has no basis for determining whether the project meets objectives
 - The project team has no basis for determining when the project is complete
 - Project auditors have no basis for determining if the project is successful
- It provides the basis for conducting Gateway Reviews, in particular at Level 0 and Level 1.

Specify Solution

Solution Design involves two separate elements:

- Statement of Requirements: the business definition of the proposed solution, as a basis for product selection (for example the ITT process) and customisation
- System (Technical) Specification: the technical definition of the proposed solution.

In-Form will not normally produce a technical specification, however on certain projects, the Statement of Requirements may serve as both business and technical solution definition.

On large projects, a phased approach may be adopted, with each phase treated as a separate solution and developed accordingly.

Solution design addresses the total solution, not simply technical implementation. Where appropriate this will encompass for example a cultural change programme, system architecture, corporate fileplan definition, training material, marketing material, and rollout or launch strategy.

The Statement of Requirements is a key document in the project lifecycle:

- It provides an independent checkpoint for whether the implemented solution has achieved its objectives.
- It provides the basis for user acceptance (and therefore client sign-off of the finished product).

Select or Build the Solution

Select or Build involves the selection and customisation of a packaged solution, or development and testing of a bespoke product, in order to prove that it satisfies the Statement of Requirements.

In-Form specialises in packaged solution selection, and can develop the invitation to tender, evaluation criteria and manage the evaluation and selection process on behalf of the client, working with an internal 'bid panel'.

In-Form will not normally undertake a bespoke build process but can represent the client's interest as an 'intelligent user' in ensuring that the vendor fully understands client needs and develops the solution accordingly.

Implement the Solution

This involves the implementation and rollout of the system on the client site, or into a hosting service. This will vary considerably from client to client.

While the vendor of the chosen product will no doubt supply their own implementation team, project manager and project plan, their role is to ensure the successful delivery of the vendor's product. The client needs to address a broader remit and ensure the successful migration from the old way of working to the new, which encompasses organisational and cultural issues.

The success of the implementation is a measure of the success of the project. If any misunderstandings or design flaws have escaped the net, they will most certainly be detected once users commence operation.

Equally, the client's perception of the system solution will be determined at this stage. First impressions count. No matter how well constructed the solution may be, if for any reason the user cannot access it on day one, its credibility will suffer. The implementation plan must therefore address all aspects of solution delivery.

Support Ongoing Operation

The post implementation review may be a single meeting to assess the success of the project, but ideally becomes the focal point of a continuing long-term relationship with the client.

It is a continuation of the project review process; is the solution operating as intended; have any persistent problems emerged; have new requirements or opportunities arisen.

Continuous Project Review

Project reviews will normally take place with an appointed project board, and may arise as a result of three trigger events:

- Periodic review (eg monthly) – is the project still on track
- Stage completion – have the objectives been met and can the project proceed to the next stage
- Exception – an event which significantly affects the project and needs immediate attention.

The steps in a project review are

- Impact analysis – has anything occurred which affects the project, adversely or otherwise
- Agree an action plan for addressing the impact
- Update the project framework to reflect the action plan
- Communicate the plan to all parties involved.