



**Capital Region
Housing**

The Way Home

Lessons Learned

Systems Implementation Projects

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Purpose

- Share experience of Systems Implementation projects
- Will share lessons learned from Enterprise Systems implementations
 - Custom Off The Shelf (COTS) systems, not software development projects
 - Not turnkey systems e.g. Quickbooks, etc.
- Will share “What worked well” and “What could be done better”
- Time for questions

Assumptions

- The organization has been through the process of justifying a need for an Enterprise System
- The justification includes a high level timeframe and a budget
- A person/team of people within the organization have been assigned to implement the system
- The project team will determine the approach, confirm the budget and timelines

What has worked well

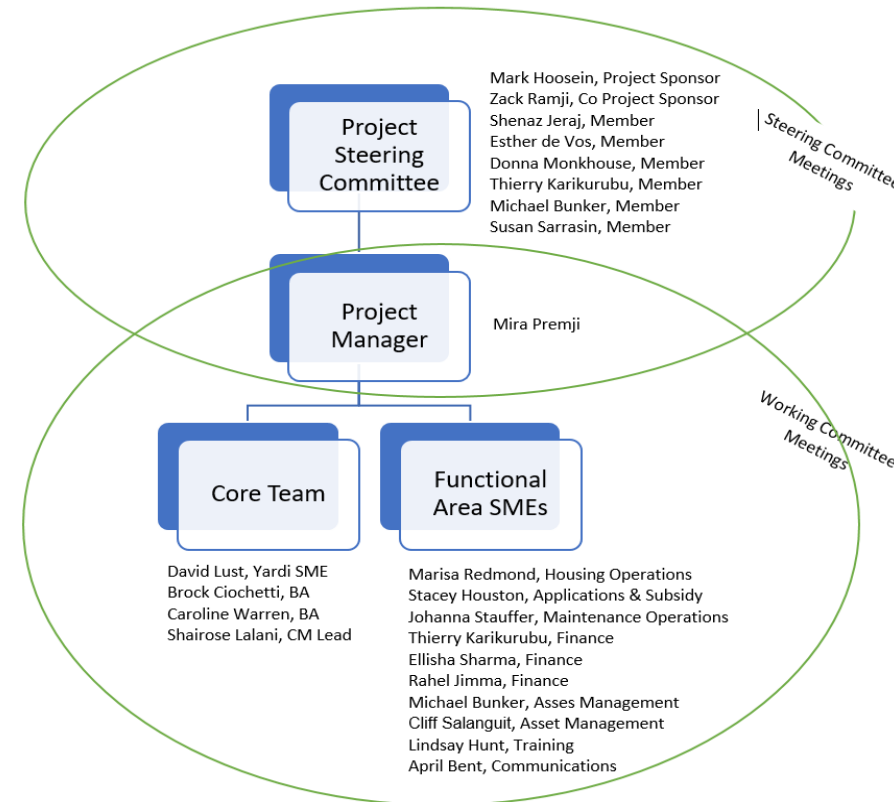
1. Project Manager with experience and PMP designation
2. Project Governance
3. Project Management Methodology
4. Change Manager with experience and CM designation

1. Project Manager/Advisor

- Has experience in implementing Enterprise systems
- Has the PMP discipline and can be a facilitator
- Is strategic and has some business experience
- Is able to converse with IT technical teams as well as the business teams
- Is able to manage vendors, contract terms, and deliverables
- Understands Project Governance and is able to hold everyone accountable
- Has experience delivering projects on time and under budget

2. Project Governance

- Executive Sponsor
- Steering Committee Chair
- Steering Committee
- Project Working Committee
- Project Team
 - Project Manager
 - Change Manager
 - Business Analysts
 - Systems Analysts
 - Communications Analyst
 - Trainers



3. Project Management Methodology

- Business Case
- Project Initiation Document
- Project Charter
- Business Process Analysis
- Setup and Configuration
- Data Conversion
- Testing and Go-live
- Change Management
- Transition to Operations

4. Change Manager

- Has experience implementing Organizational Change in organizations
- Has experience in implementing change due to Enterprise systems
- Has the CM designation, and Change Management background and discipline e.g. Human Psychology and Adult Learning
- Is strategic and has some business experience
- Is able to converse with the project team as well as business teams
- Is able to work with the Leadership and train them to be change leaders
- Identifies Change Impacts, carries out Communication, Training and Alignment for successful adoption of the system

What could have been done better

1. Stronger accountability from the business side
 - Executive Sponsor should be totally engaged
 - It takes one hour per month to chair the Steering Committee
 - Providing strategic advice so that the system is set up to meet strategic business goals
 - Setting realistic go-live dates based on project plan/resources
 - Not expecting the IT personnel to carry out the project (and be the sponsor)
 - Not relying on the Vendor to implement the system
 - Business teams to be fully engaged and be aligned with the future state and vision of the project
 - Change Leadership skills and understanding to be fully embraced by the business
2. Having a qualified Project Manager with the right skills and experience
3. Having a qualified Change Manager with the right skills and experience
4. Change impacts be understood by the leadership; communication carried out (walking the talk)
5. Not having Parallel Runs (User Acceptance Testing) post go-live

Questions ?