

# Making it Happen

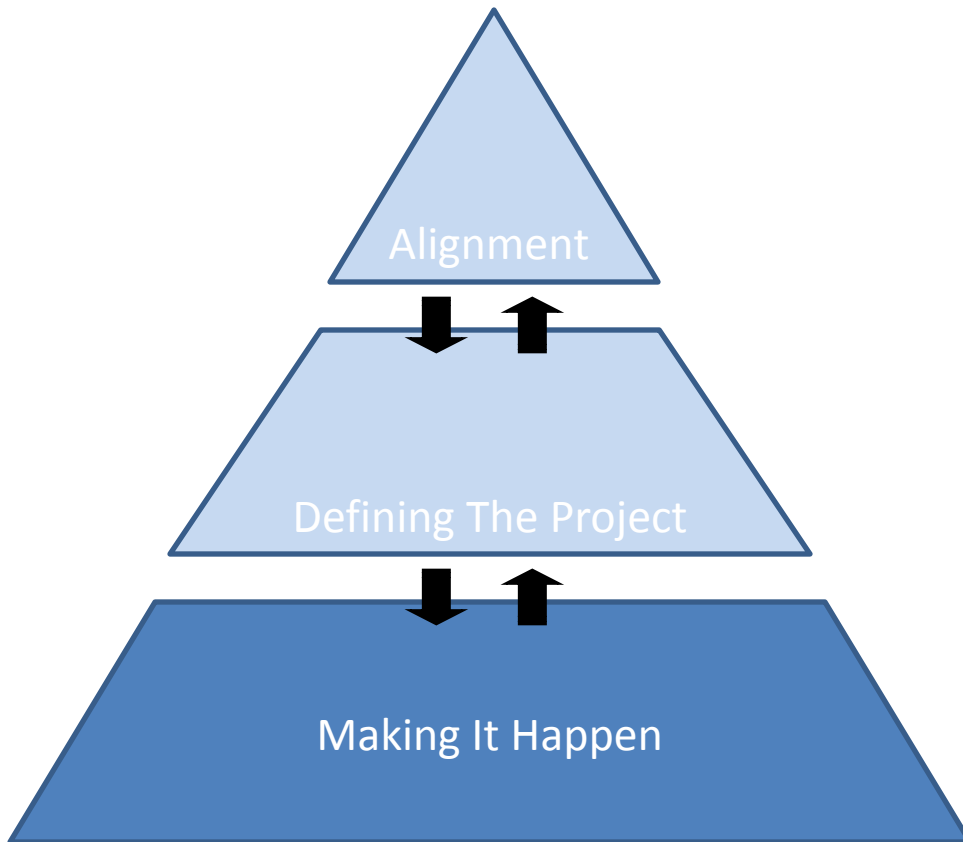
Implementation  
Planning

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# Key Topics To Consider



- Importance of Implementation Planning
- Business Integration Planning
- Implementation Planning
- Establish Operational Framework
- Comprehensive Project Planning
- Refining Project Plans
- Risk Planning
- Roles and Responsibility
- Establish a Program Management Office

**Clearly Communicate the Business Drivers!**  
Transformational Change by its nature leads to organizational anxiety because it changes how a company does business and how people do their jobs.

How Business is done...	How people do their jobs...
Changes how company relates to employees	Changes the job people have done for many years
Can increase process rigidity	Often eliminates jobs and displaces people
Increased process performance expectations	Decreases control the individual has over the task
Increased visibility to the new processes	Often removes individual decision making
Will establish new cross functional dependencies	Often adds significant incremental work during implementation

# Business Integration Planning



Business Drivers  
Communicated

- Aligns the organization to creating a new business paradigm. Establishes a common set of objectives and clear understanding of program goals.

Business Integration  
Planning

- Focuses on the detail. Implementation is broader than just technology. Changes in skills, policies, procedures and other areas must be anticipated, planned and implemented

Financial plans and  
business case established

- Instills discipline. Large IT projects require significant focus on financial budgets and tracking. A disciplined and detail financial process is critical.

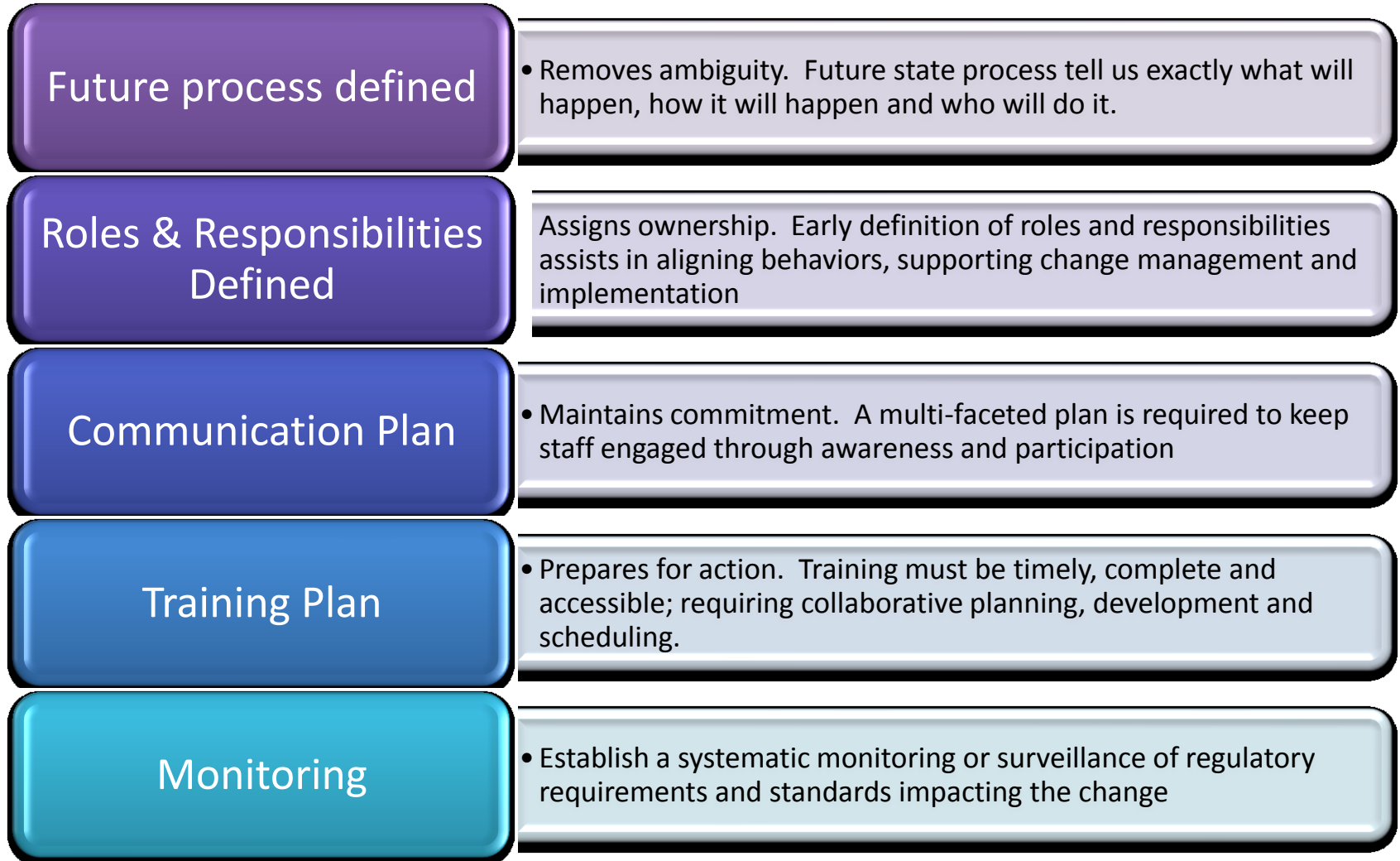
Change Management Plan

- Manages the transition. Change is about results and results can only be realized if staff embrace the new operating environment.

Metrics established

- Measure success. A common set of metrics governs program and implementation success, provides accountability and drives corrective and preventive actions

# Implementation Planning



# Establish Operational Framework

## Establish Technology Lead

- A focused technology lead keeps Program Manager from being challenged with technical details.

## Establish Operational PMO

- A PMO integrates a structured approach to project management that affects the end-to-end project lifecycle across the full spectrum of stakeholders

## Institute Risk Management protocols

- Large scale change is inherently risky. Build in alarms and contingency plans for key areas of risk at the start of the program

## Institute Issue Management protocols

- Large programs generate hundreds of issues. Establish a formal system to log each one, assign responsibility, and resolve them as throughout the program.

## Leverage Balanced Scorecard for tracking and monitoring

- A Balanced scorecard provides a *framework that aligns performance measures with management objectives*

# Comprehensive Project Planning

## Business

- New or revised procedures may be both for the program execution and the end result
- Training plans should comprehend needs for project execution and validation as well as various levels of need for end customers or users of the system. Consider multiple delivery methods.
- Continuous improvement plan. It won't be perfect when you deploy. Build in processes improvement.

## Technology

- Changes in infrastructure or architecture may require coordinated sub projects
- Plan for the necessary alignment with other plans for technology changes.
- Back up and Disaster Recovery plans as well as Business continuity plan
- Plan for validation and user acceptance testing

## Deployment

- Will it be phased in by user group or a light switch approach?
- Plan for releases. There most likely will be a need for a "Hot Fix" followed but planned upgrades
- Build a long term financial plan to level the cost and coordinate the spend with other IT changes.

# More on the Plan

## Change Management

- Communications plans evolve. Establish them early and build in an update process.
- Change management plans should include metrics to measure the impact of change management efforts. Build in check points and adjust as necessary.
- Make sure change management activities align with company strategy and state goals.

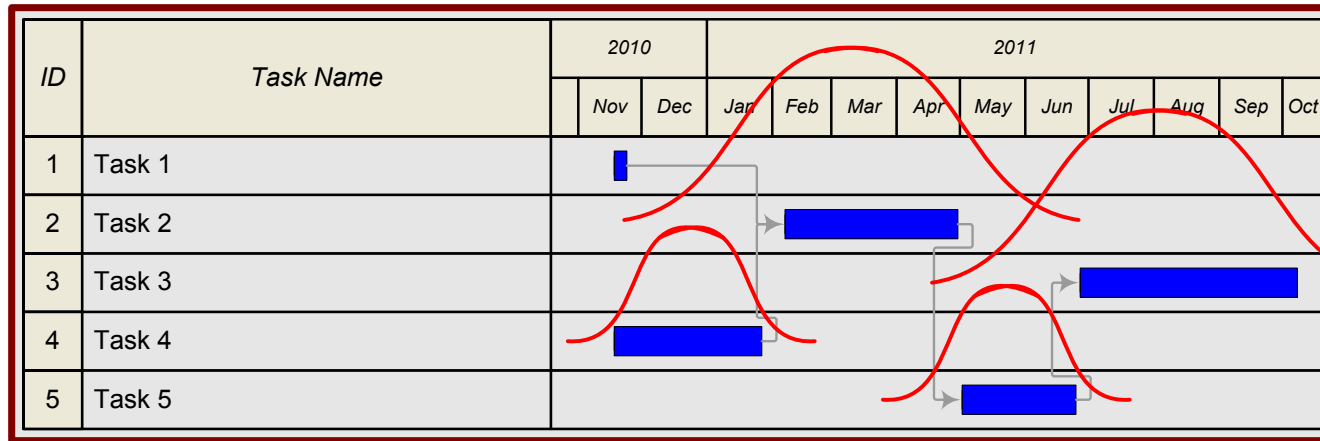
## Score Cards

- Plan how data will be updated in balanced scorecard.
- Plan time to adjust the scorecard process and metrics. Usually required adjustment after first six months.
- Build in check point to act on what the scorecard tells you.

## Program Management

- What is the frequency of meetings with project teams, management teams, business users, other projects, outside providers or vendors?
- How will financials and budget be tracked and updated?
- How will deliverable audits be conducted? Frequency? Depth of Audit?

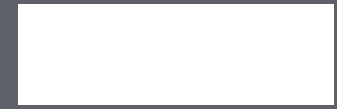
# Monte Carlo Analysis To Refine Plans



- What is the expected duration for the task?
- What is the best case duration?
- What is the worst case duration?

1. Build your plan with best and worst case estimates for each task.
2. Use a Monte Carlo Analysis to run 500 projects based on the plan and the probability of each task completing as expected.
3. Look at the completion time for the 85<sup>th</sup> percentile and adjust plans accordingly.
4. Look at highest risk tasks and develop contingency alarms and plans for each high risk task.

# Risk Planning



Task/Deliverable	Risk	Probability	Seriousness	Rank P+S
		(3-High, 2-Med, 1-Low)		
1. Upgrade Software	Vendor Release Late	2	3	5
2. Training for UAT Users	Delays UAT	1	3	4

Task/Deliverable	Alarm	Contingency
1. Upgrade Software	Monthly Vendor Meetings announced delay	Deploy with existing release and build future upgrade plans

1. For Critical Path or major tasks, assess the risk of not occurring or finishing late.
2. For scores of 5 or 6 plan for a contingency and determine the earliest alarm.
3. Build the alarm activity into plans and reporting

# Roles and Responsibility using RASCI



**RASCI** is an abbreviation for

**R = Responsible** *owns the activity*

**A = Accountable** *must sign off or approved the work*

**S = Supportive** *can provide resources or play a supporting role*

**C = Consulted** *has information or capability necessary to complete the work*

**I = Informed** *must be notified of the result but need not approve*

Activities	Program Mgr	Technology Lead	Business Lead	Training Lead
Activity 1	R		A	
Activity 2	A	R	S	C
Activity 3	RA		I	I
Activity 4	RA	C		

# Program Management Office (PMO)

PMO Provides  
Communication and  
linkage with:

- All Project Teams
- Other Initiatives
- External Partners
- Business Users
- Executive Committees



# Summary

