MIS 5203
Systems & Infrastructure Lifecycle Management 1

Week 14
Dec 2, 2013
Study Objectives

• Post implementation Reviews
• Auditing Systems Development, Acquisition and Maintenance
Post Implementation Review

• What is applicable to Post Implementation Reviews?

A. Conduct Lesson Learned Meetings
B. Assess the actual benefit of the project against the Business Case
C. Closing the project
D. Assign Open Action Items to the relevant teams
E. Fix the outstanding issues and conduct post-implementation reviews again and again until the project benefits are realized
Steps for Post Implementation Reviews

1. Review Project Performance
   – Business benefits against business case
2. Review Project Conformance
   – Did the project meet the project plan?
   – Was the project delivered on time?
   – Was the project delivered on budget?
   – Was the project delivered with acceptable quality?
   – Did the project conform to the communication, change management, risk management, issue management, and vendor management goals?
3. Identify project accomplishments
4. Identify major issues or failure
5. Identify Lesson Learned
6. Close the Project

Adapted from http://blog.method123.com/2007/01/01/post-implementation-review/
Benefit Realization Measurement

• Once the project is implemented Business Owner and IT Leaders typically collaborate to measure the benefits of the project
  – Benefit Cost analysis, NPV etc. are quantitative measures that can be computed over time
  – The benefit can be compared against original business goals
  – This analysis often helps in prioritizing new functionality or enhancements for future projects
  – Sometimes, if the benefit is not as thought initially to be, the management team can make a decision not to continue with the future phases of the projects
Project Conformance

• Against the planned goals within the standard Project Management areas
• Time, Budget, Quality are 3 major KPIs
Project Accomplishments and Failures

• These could be functional or process related
• Could be quantitative or qualitative
• Not restricted to financial goals
Lesson Learned Meetings

• Also called sometimes “post mortem”
• Development, Test, Business Partners, Users typically after a Release Implementation get together to
  – Discuss activities that went well
  – Pain areas and challenges
  – What can be done better
  – The topics include all areas including processes, communication, functional items, scope etc
  – The goal is to learn from each other and become better
• Action Items are often documented and managed by the Release Manager to be incorporated in the next or future releases
Closing a Project

• Typically after implementation of one or more releases of the project
• When project is implemented for most part and the benefit is realized, or when the project is implemented and benefits thought not to be as expected
• Major follow-ups can be recorded and provided to the key stakeholders
• The project team is disbanded
• Everything comes to an end 😊
Monitoring and Incident Management

• Monitoring deals with keeping an eye to the “vital signs” of the systems in production
• There can be different types of monitoring
  – OS and hardware monitoring
  – Database monitoring
  – Application monitoring
    • Response time
    • Error rate
  – Monitoring availability of the system
• Helps in the performance measurement of the project
Monitoring and Incident Management

• Incident Management ensures if an incident has occurred such as outage or a problem ticket is reported, the incident is properly handled and the problem is resolved in timely manner

• In the outage situation
  – various teams such as Level 1, Level 2, and Level 3 support should get engaged on as needed basis
  – Communication to the stakeholders including IT and Business Management and User community are notified in timely manner on the progress of resolution

• RCA (Root Cause Analysis) and Corrective Actions should be documented and followed-up on to avoid repetition of the similar incident
Post Implementation Reviews

Additional References

ITIL Library

Auditing Systems Development, Acquisition and Maintenance

• All phases of SDLC
  – Feasibility, Requirements, Design, Development, Testing, Acquisition, Implementation, Post Implementation
  – Pages 219-221 (CISA Review Manual 2013)

• Auditing involves
  – Risk Analysis of SDLC Phases (and also application & processes)
  – Identifying Major Gaps and Addressing them
  – Creating Reports and working collaboratively with the stakeholders
  – Follow-ups on action items
Quiz 1, 2 Questions

Questions?
Upcoming Assignments/Tests

1. Final (multiple choice questions 40-50 modeled after CISA exam. Covers entire course.): Mon 12/9

Questions?
Summary of Today’s Class

• Post Implementation Review
• Auditing Systems Development, Acquisition, and Maintenance
• Course Summary – last 14 weeks

No Next Class – Good Bye and Good Luck!