PERFORMANCE MANAGEMENT ROADMAP

Performance Management Roadmap (PMR) is a methodology to provide the structured approach and implementation of the IBM performance management solutions, Cognos Planning and Cognos Business Intelligence (BI). The methodology is a proven series of steps and tasks that must be followed to ensure the build quality of Cognos Planning and BI implementations and takes the project from initial systems planning and design through to implementation and support. PMR ensures that the system's build and implementation is completed on time, on budget and to the required client quality specification.

The methodology is outlined in the following sections; each section describes the key steps and tasks of the Performance Management Roadmap effort. Our methodology is scaleable and is used to ensure the development of a system that is appropriate to the size, type, and scope of the project.

The five phases of the PMR are:

- **Product training phase**

  During the product-training phase, the consultant team will train the system's key users in the functionality of the products. This is done in advance of scoping to ensure that the key decision makers have a thorough understanding of the products capabilities.

- **Detailed Specification and Scoping**

  During the scoping phase, the consultant team and users determine functional requirements of the Performance Management system, design the system to meet those requirements, and plan for development and implementation. At this stage the key performance criteria for the ultimate measurement of the success of the project are also set. These are the criteria against which the project is judged throughout its operation and at the post implementation phase.

- **Model building phase**

  During the model-building phase, the consultant team build the system designed in the scoping phase, and prepare for implementation. This may be done in conjunction with the users of the system.

- **Implementation phase**

  During the implementation phase, users learn and test the Performance Management system to ensure it meets their requirements. If the users accept the system, the consultant team will install and convert, if necessary, data to the new Performance Management system. A formal handover is then completed to the Réiteach helpdesk team.

- **Post Implementation/System Support Phase**

  During the post implementation/system support phase, management and users continuously monitor the implemented Performance Management system to ensure it measures up to the expectations and requirements developed in previous phases, and to enhance the Performance Management system as needed to increase the system's useful life. The Réiteach helpdesk is available to assist with any software issues once the system has gone live.

Each phase in the methodology is now outlined in detail.

USER TRAINING PHASE

Product training is provided to give the client a clear understanding and basic grounding in the basic functionality that Performance Management solution provides. The following areas are addressed:

Product training

Our training methodology adopts a 'learning by doing' approach to training program delivery. Our trainers are selected technical, accounting and training specialists and have all been working on the Performance Management product suite for a considerable time as a result they are best placed to combine their skills and experience to offer an optimum level of training and cater to the needs of all participants.

Using the 'show and tell' approach the trainers will first explain and then demonstrate, on the system and with the aid of practical examples, all of the concepts and tasks to be addressed. This allows all trainees to gain insight into how the system operates and is navigated.

Following this all trainees are required to complete each task while the trainers provide support and guidance. We have in the past found this to be the most effective way to train finance staff on Performance Management applications as it provides an opportunity for trainees to operate the system as they would on a day-to-day basis with the added advantage of having technical support for any obstacles they may encounter.

Key Deliverables:

The key deliverable of the training phase is:

- Design, development of tailored training for all user communities as identified in the training needs assessment carried out prior to the project-scoping phase.

PROJECT SCOPING PHASE

Project scoping is used to ensure that the system will deliver on the business needs of the organisation. It is also the stage at which the key performance criteria, which will be used to assess the success of the project, will be set.

This phase will allow us to determine the functionality required within the Performance Management model. From our experience it is critical that the project is scoped fully at the outset, this ensures that we understand your requirements in great detail and can map them to the system and that a tailored project plan is developed. Furthermore it also reduces the likelihood of scope creep. A project scope document is provided to the client on completion and sign off is mandatory.

Project kick off meeting

- As part of the Project scoping our project manager will organise a short project kick off meeting. This takes immediately when project scoping begins and is important as it introduces the project manager to the key users.

- The client project manager and the key users involved in the project, should attend this meeting as this ensure that the project team can be briefed in full.

- Our project manager chairs the meeting and introduces the consultant team members and minutes the meeting discussion for later distribution.

- A clear project plan is defined.

- The key performance criteria associated with the project are also established at this stage.

Project Scoping Workshop and Sign Off

- Project scoping will be carried out by the consultant team in conjunction with the clients key users. The format of this scoping process is a workshop.

- The purpose of the scoping workshop is to understand your requirements in detail and to generate the scoping document. The workshop also provides the opportunity to clarify any details as sited in the tender.

- On the basis of the scoping workshop an implementation plan is provided. This plan is developed in line with the client's project plan.

- The scoping document will include an assessment of training needs. This will be developed in line with the specific training needs of the Performance Management user communities identified. Typically, a combination of user training requirements is set out and planned at this point, along with provisions to "train the trainer" to allow organisations train their own people internally as systems roll-out. This may be discussed and amended at a later stage if required.

- Once the scoping document has been produced it is distributed amongst all members on the project team. This ensures that all team members are aware of the projects key milestones.

- The project manager will then meet with the clients project manager to finalise the project-scoping document and to signoff on the project scope.

- Once the project scope is signed off the consultant team must ensure that the software is ready to be loaded. The software is then installed, provided that there are no hardware/software issues. It is recommended that software installation is done in the presence of a member of the IT department to ensure all in-house standards are being adhered to.

<u>Key Deliverables:</u>

The key deliverables of the project-scoping phase are:

- Project scope document
- Detailed functional specification
- Project Plan
- Agreed project team structure
- Training needs assessment and training plan
- Key project success criteria
- Software Installation

MODEL BUILDING PHASE

Once the project has been fully scoped the model-building phase begins. This is a very important phase in the project, as the model must be built so as to reflect the business needs and functionality identified during the project-scoping phase.

There are two key steps in this phase and these are outlined below:

Model Building

- Model building can be done on-site with the client or from our offices. This will often be determined by the amount of input the client wants in the model building process. For complex projects, we would recommend that the build be completed on-site.

- During the build the role of the consultant will be to ensure that all dependencies required to enable the model to function are provided, e.g. data extracts, list of products.

- For the duration of the model building step the project manager will liaise with the consultant team to ensure the model building is going to plan and as per scoping requirements. The consultant team will be required to report back to the project manager at each key milestone.

- Where requirements change the scoping document must be updated and any changes to the project plan updated. This will be agreed, in advance, with the clients project manager.

Model Documentation

- Once the model has been completed full documentation will be provided to the client. The model-building consultants do this.

- Documentation will be completed and provide prior to the implementation of the Performance Management system.

- Model documentation will be distributed to key users and the project managers.

Key Deliverables:

The key deliverables of the model-building phase are:
- A complete tailored model
- Full model documentation

IMPLEMENTATION PHASE

The Performance Management Roadmap implementation phase includes preparing the Performance Management system for implementation, user acceptance testing, and then the actual implementation of the system. The preparations for implementing the new system occur at the same time as the system testing and training. Training runs in conjunction with the implementation to enable the user acceptance test component of this phase.

When the Performance Management system is completely tested and accepted, the actual implementation can take place. The objective of this phase is to first ensure the system satisfies the stated requirements, and then provide an environment that will ensure the Performance Management system's continued success. Review of system objectives, requirements, plans, and user acceptance and sign-off are crucial throughout the implementation phase.

Conduct user acceptance test.

- The objective of user acceptance signoff is to confirm that the model has been built and works to the client's requirements as documented in the project scope.
- The key users of the system are responsible for signoff of the user acceptance document.
- The system will not be implemented until user acceptance signoff has been received. This is the responsibility of the Project Manager.

User training

After user acceptance it will be necessary to provide training to user of the system that were not involved in the original project team. The training plan as developed as part of the scoping phase will be put in place.

Training should be conducted under the following guidelines:
- Conduct training sessions
- Evaluate training sessions
- Establish continuing training program

As part of the project, full model documentation is provided, however, it may also be necessary for the client to have a user manual. This would be a much-simplified version of the model documentation. The user manual can be developed on request.

Data conversion

Performance Management solutions can pull information from a number of data sources therefore it is imperative that all data conversion requirements are addressed before implementation. Some guidelines for this are documented below:
- Identify sources of data for each database to be converted.
- Identify integrity constraints.
- Identify interface requirements.

- Design data conversion workflow.
    - o Data validation.
    - o Data cleanup.
    - o Data loading.
- Design data conversion programs.
- Plan for data conversion contingencies.
- Obtain management sign-off for plan

Prepare for conversion

- Design/Code data conversion programs.
- Test data conversion programs.
- Determine approach for correcting data that fails edits.

Perform mock conversion.

- Execute conversion programs to convert data to correct format.
- Validate data accuracy and integrity.
- Verify control totals.

Support conversion.

- Maintain backup copies of conversion files.

System test.

A full system test will be done by the client, assisted by the consultant team, once all data imports have been received, some guidelines are documented below:

- Generate a system test plan
- Review test plan, objectives, and approach.
- Obtain all necessary test data files from external input sources.
- Load system test data.
- Create any additional required test data.
- Execute each test cycle.
- Verify actual results and compare against expected results.
- Record and investigate all discrepancies and corrections.
- Monitor systems performance and tune as required.
- Update code and retest until all conditions have been tested successfully.
- Obtain sign-off.

On completion and sign off of system test the Performance Management model will implemented and fully rolled out.

Key Deliverables:

The key deliverables of the implementation phase are:

- User Acceptance testing of the model
- Commencement of user training
- Data conversion from existing systems into the Performance Management system
- Performance Management system testing
- Performance Management system sign off
- Implementation of the Performance Management system

POST IMPLEMENTATION / SYSTEM SUPPORT PHASE

The post implementation/system support phase commences once the Performance Management system has been implemented, and continues for the life of the system. The implementation team will complete a formal handover to the Réiteach helpdesk team. Continuous evaluation by the client helps identify and prevent potential problems, pinpoint where maintenance costs can be minimized, and determine when modification or replacement activities should begin.

Project Assessment

Following implementation and "go live", the project is assessed in the context of the original key performance criteria established at the outset of the project and if all the criteria have not been met, appropriate action is taken.

Helpdesk handover

- The project manager will do a formal handover to the Réiteach helpdesk on successful implementation.
- The model will also be loaded on Réiteach's server so it can be properly supported.
- A helpdesk handover meeting will be arranged with the client by the project manager and will be attended by the model building consultant, the project manager and a representative of the helpdesk team.

Post implementation support

- There may be a requirement for the client to contact the consultant should there be errors with the model although this should have been addressed during the system test.
- We offer a 3-month warranty on all models built, after this period all bug fixes are chargeable.
- The Réiteach helpdesk is responsible for handling all calls from the client, please see appendix A for a link to the helpdesk procedures document.

Relationship Management

- The project manager will meet the client 3 months after the Performance Management project goes live to ensure the installation is going to plan and determine whether further assistance may be required.
- After the initial meeting subsequent follow up meetings will be scheduled every six months.

Key Deliverables:

The key deliverable of the post implementation / system support phase are:
- The project manager will do a formal handover to the Réiteach helpdesk on successful
- Project assessment.
- Helpdesk support.
- Post implementation review.