Post-Implementation Review of Business Outcomes

Instructions

Version 1.6 ● 31 DEC 2012

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R E V I E W   G A T E

Post-Implementation Review of Business Outcomes Version History

Current Framework tools are available on the Framework Web site.

Release Date	Description
31-Dec-2012	Version 1.6 released. Revised Instructions and Template to reflect changes recommended by the Framework Change Advisory Board (CAB) and approved by DIR (Change request 68.)
18-Nov-2011	Version 1.5 released. Revised Instructions and Template to reflect changes recommended by the Framework Change Advisory Board (CAB) and approved by DIR (Change request 54.)
31-Oct-2008	Version 1.4 released. Revised Instructions and Template to reflect changes recommended by the Framework Change Advisory Board (CAB) and approved by DIR (Change request 45).
30-May-2008	Version 1.3 released. Revised Instructions and Template to reflect emergency changes approved by DIR (Change request 40) and changes recommended by the Framework Change Advisory Board (CAB) and approved by DIR (Change request 38).
28-Sep-2007	Version 1.2 released. Revised Instructions to reflect an emergency change approved by DIR (Change request 39).
1-Sep-2007	Version 1.1 released. Revised Instructions to reflect changes recommended by the Framework Change Advisory Board (CAB) and approved by DIR (Change requests 34 and 37).
13-Oct-2006	Version 1.0 Instructions and Template Released.

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Contents

Introduction

Information resources projects initiated by an agency must ultimately have a positive impact on business outcomes. Limited resources are continually being used for technology-based efforts that fail to deliver the expected business outcomes. In many cases, technology-based projects become the focus instead of business process improvements. Technology-based efforts should be viewed as conduits for implementing effective business operational changes.

The Texas Project Delivery Framework (Framework) includes a Post-Implementation Review of Business Outcomes tool to establish a consistent method for evaluating business outcomes. A post-implementation review is an examination of the project's success. A successful project is one that

- achieves the desired effect on business operations and strategic outcome measures within the planned cost and schedule and
- realizes the desired qualitative and quantitative benefits

To determine whether the project was successful, an evaluation of project delivery results is initiated and the evaluation results are documented for future use. Post-implementation activities are initiated after project closeout is completed.

By conducting a review of project delivery, agency heads will obtain useful information on technology investment decisions. The review results can help agencies refine planning, estimation, forecasting, and implementation processes. Without evaluating business outcomes, it is difficult for agencies to monitor trends in technology-based activities or to track the effect of various policies and/or practices on operations. A systematic review process allows project teams to identify improvement opportunities for better planning and overall project delivery.

The post-implementation review process establishes conclusions about whether the project solved the business problem by achieving the stated business goals and objectives. The Post-Implementation Review of Business Outcomes, at a minimum, describes and obtains agreement on

- product and/or service performance results, including the project's impact on the agency's ability to meet the stated business goals and objectives
- actual results of four quantitative and qualitative factors (statutory fulfillment, strategic alignment, agency impact analysis, and financial analysis) that were anticipated in the Business Case
- impact of project quality, scope, cost, and schedule decisions on business outcomes
- agency and state lessons learned

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Use of the Post-Implementation Review of Business Outcomes

Overview

The Post-Implementation Review of Business Outcomes is a key deliverable of the Framework Benefits Realization review gate. Review all Framework instructions and review gates descriptions for information about business outcomes in relation to project initiation, management, implementation, and closeout. Specifically, information from the Business Case, Project Plan, and Project Closeout Report is used as input to the post-implementation review process.

Project planning, management, and ultimately, post-implementation, are iterative processes. Thus, use of the Post-Implementation Review of Business Outcomes assumes that project information (e.g., business goals and objectives, qualitative and quantitative project justification data, performance measurement results, quality assurance results) has been analyzed and reviewed throughout the project life cycle. Use this information derived throughout the course of the project to establish investment history as part of the evaluation. Refer to the Framework Core Principles regarding evolution of project delivery information over the life of the project.

Conduct a post-implementation review within six months after project closeout in order to evaluate realized benefits and to establish operational history. Note, typically, the product and/or service may not have been operational long enough to effectively evaluate the business operations impact through realized benefits. Review of business outcomes is an iterative process. Thus, conduct the post-implementation review within six months (as a preliminary assessment) and establish the frequency and extent of future reviews based on internal review needs.

For projects that require the procurement of goods and/or services to achieve the project business goals and objectives, use the Project Plan, in conjunction with the Acquisition Plan, to specifically review procurement-related activities (e.g., contract administration, vendor relationship management, vendor performance management) in relation to business outcomes. For projects involving procurement, refer to the Solicitation and Contracting review gate to ensure comprehensive input to the post-implementation review process is obtained.

Note that post-implementation review activities begin after a project is formally closed, regardless of the reason for closeout. Projects can be brought to closure for a variety of reasons, including project completion, early termination, or failure to perform.

Use the post-implementation results as recommendations for future projects of similar size and scope. Continuously reference the post-implementation results before technology-based investment decisions are made.

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Applicability

A Post-Implementation Review of Business Outcomes must be developed for any project classified as a major information resources project, and for certain major contracts. Refer to the Comptroller of Public Accounts (CPA) Contract Management Guide for guidance on which major contracts are required to use the Framework.

Governance and Scope

The agency head, Executive Sponsor, and Technology Sponsor have ultimate responsibility to ensure the Post-Implementation Review of Business Outcomes is developed and approved. Hold the post-implementation review with extensive collaboration among available program area staff, customer, technology staff, executive management, and other stakeholders responsible for project success. As a collaborative effort, individuals that have fulfilled different roles on the project will have diverse outlooks on project delivery results. The post-implementation may require involvement of some individuals that have been released during project closeout (e.g., Project Manager).

The agency head, Executive Sponsor and Technology Sponsor are instrumental in ensuring the post-implementation results are accurate and used for future process improvements and projects. A critical aspect of the post-implementation review process is executive management agreement on information that describes the project's impact on the agency's ability to meet the business goals and objectives. Thus, executive management fulfills a key and critical role in the Benefits Realization review gate. The Executive Sponsor must identify a Technology Sponsor. The Technology Sponsor is typically the Information Resources Manager (IRM), or the IRM may choose to designate another technology expert within the agency.

Use the Post-Implementation Review of Business Outcomes in conjunction with agency level governance structures and practices for post-implementation review. For example, the agency may choose to identify other internal practices that are required in conjunction with a post-implementation review such as consistent and agency-wide access to project data stored in a project and portfolio management system.

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Section 1. Project Impact on Agency Objectives

The Project Impact on Agency Objectives section highlights how well the project (as a business solution) solved the business problem based on the stated goals and objectives described in the Business Case and refined in the Project Plan.

1.1 Product and/or Service Performance

Business goals and objectives were described in the Business Case and refined in the Project Plan by establishing performance objectives, standards, and measurements for the product and/or service. Various methods may be used to identify, manage, and track performance measurement results as described in the Project Plan. For example, a metrics program based on continual evaluation of baselines may be used to manage product and/or service performance outcomes.

For each performance objective and standard identified and managed as part of the Project Plan, describe the actual performance measurement results achieved. State the results specific to each objective and associated standard. For example, the actual performance measurement results may describe that weekly system availability was 89 percent, which was 10 percent less than the target weekly system availability standard of 99 percent for a performance objective intended to improve availability of the system.

1.2 Goals and Objectives

Based on actual performance measurement results for the product and/or service, describe the project's impact on the agency's ability to meet the business goals and objectives identified in the Business Case and refined in the Project Plan. Evaluate how the product and/or service performed against the desired performance objective and, ultimately, the associated business goal/objective.

As part of the description, consider whether the business solution fulfilled the anticipated expectations (outcomes) of the customer and other stakeholders based on product and/or service performance. Address the overall impact of the product and/or service to executive management, users, constituents, customers, and other stakeholders. Stakeholders are the ultimate judges of business outcomes and impact of information resources investments on agency programs and missions. Consider any feedback received on the success of the product and/or service's ability to meet the business needs.

If the stated business goals and objectives were not met, include factors that inhibited performance in the project impact description. Inhibitors could include the design of agency processes, approach to technology migration, interruptions of funding, site preparation delays, natural disasters, change of strategy or requirements, loss of key personnel, or other factors.

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Section 2. Quantitative and Qualitative Benefits

The Quantitative and Qualitative Benefits section highlights how well the project solved the business problem based on quantitative and qualitative benefits described in the Business Case and managed throughout project delivery. This section reports actual results of the quantitative and qualitative factors that were anticipated in the Business Case. Four of the six factors described in Section 5 of the Business Case, including statutory fulfillment, strategic alignment, agency impact analysis, and financial analysis, are crucial to project justification. Additionally, these factors are instrumental in measuring business outcomes. The final two factors, initial risk consideration and alternatives analysis, support decision-making at project initiation and are continuously managed throughout the project. To the extent these two factors (initial risk consideration and alternatives analysis) influence the business outcomes, they should be described in relation to the other four qualitative and quantitative factors included in this section.

2.1 Statutory Fulfillment

This section reports the ability of the project to fulfill statutory requirements. As described in Section 5 of the Business Case, consideration for statutory fulfillment ranges from whether the project is being implemented to satisfy a direct or derived state or federal mandate to its ability to enable the agency to avoid enforcement actions or penalties and improve its compliance level.

For each of the factors identified in the Business Case, describe the project's impact on the agency's ability to fulfill statute and other mandates. A description of each value factor for statutory fulfillment is included in the template. If a value factor is not applicable to the project, state "not applicable."

Consider the project's quantitative and/or qualitative results. If applicable, explain what inhibited achieving the expected benefit or business outcome in the description. Inhibitors could include the design of agency processes, approach to technology migration, interruptions of funding, site preparation delays, natural disasters, change of strategy or requirements, loss of key personnel, or other factors.

2.2 Strategic Alignment

This section reports the ability of project outcomes to directly support and align with the strategic goals of the agency. As described in Section 5 of the Business Case, consideration for strategic alignment ranges from whether the project is being implemented to more effectively align the technology solution with the agency's mission and goals to the project's ability to deliver effective and efficient business solution based on improved data quality and data integrity.

For each of the factors identified in the Business Case, describe the project's impact on the ability to deliver a technology solution aligned with the agency's and the state's strategic goals and objectives. A description for each value factor for strategic alignment is included in the template. If a value factor is not applicable to the project, state "not applicable."

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Consider the project's quantitative and/or qualitative results. If applicable, explain what inhibited achieving the expected benefit or business outcome in the description.

2.3   Agency Impact Analysis

This section reports the ability of project outcomes to directly support and align with agency architecture and standards. As described in Section 5 of the Business Case, analysis of the impact of the technology solution on the agency ranges from whether the project delivers a technology solution that is scalable to its ability to enhance the user experience through a consistent interface with the agency's service delivery programs.

For each of the factors identified in the Business Case, describe the project's impact on the ability to deliver a technology solution that supports the agency's architecture and standards. A description for each value factor for agency impact analysis is included in the template. If a value factor is not applicable to the project, state "not applicable."

Consider the project's quantitative and/or qualitative results. If applicable, explain what inhibited achieving the expected benefit or business outcome in the description.

2.4   Financial Analysis

This section reports the quantitative benefits realized by the project. Section 5 of the Business Case references the Cost Analysis and Quantitative Benefit Analysis worksheets of the Business Case Workbook. These worksheets allow the agency to identify and estimate the business case cost and the quantitative (agency, state, and constituent) benefits of the project. Summaries from each of these worksheets provide calculation data for the project's return on investment (ROI) identified in the Financial Analysis worksheet.

At project completion, actual project cost data and quantitative benefit estimates should be analyzed as appropriate. For each of the factors that represent the project's quantitative benefits, identify and quantify the benefits realized to date. Provide a forecast of the benefits not yet realized. Identify the specific time period (mm/dd/yy) encompassed by the realized and forecasted benefits. If a value factor is not applicable to the project, state "not applicable."

Section 3. Project Outcomes

The Project Outcomes section reports how well the project was delivered based on project planning and management executed throughout project delivery. This section reports actual quality, scope, cost, and schedule results realized during project delivery as established in the Project Plan. From a project delivery perspective, these results are also instrumental in measuring business outcomes.

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3.1   Project Quality

3.1.1 Quality Standards

Review project quality data documented during project closeout. From a project-level perspective, evaluate the data in totality and summarize the overall project quality based on an assessment of whether the project satisfied the quality standards defined for the project. Include the impact of the project quality outcomes on business outcomes. Refer to the Project Plan for additional information about project quality.

3.1.2 Methodologies

Review the project life cycle methodology, project management methodology, system development methodology, or other methodologies that were used to implement the project. Note that a description of the project life cycle is documented in the Project Plan. Summarize which aspects of the planned methods were used and explain the impact of using or not using each method on project outcomes.

Include the impact of using the defined project life cycle methodology, project management methodology, systems development methodology, or other methodologies on project outcomes. Evaluate and address as needed different aspects of the methodologies used such as communication, risk, product release, or configuration management. Evaluate project outcomes based on processes used throughout the project life cycle. For example, evaluate Project Plan and Acquisition Plan processes and their impact on project outcomes. Address any methods that impacted the overall quality of project delivery.

3.2   Scope

Review scope data documented during project closeout. From a project-level perspective, evaluate the data in totality. Summarize the impact of any changes to the *initial* project scope on business outcomes, including approved and non-approved changes. Non-approved changes include scope changes that were recommended, but were not approved. Refer to the Project Plan for additional information about project scope.

3.3   Cost (Budget)

Review budget data documented during project closeout. From a project-level perspective, evaluate the data in totality. Identify the initial estimated and final project cost.

Summarize the impact of any changes to the *initial* project cost on business outcomes, including approved and non-approved changes. Non-approved changes include budget changes that were recommended, but were not approved. Refer to the Project Plan for additional information about project costs.

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3.4   Schedule

Review schedule data documented during project closeout. From a project-level perspective, evaluate the data in totality. Identify the initial planned project start and finish dates (mm/dd/yy). Identify the final project start and finish dates (mm/dd/yy).

Summarize the impact of any changes to the *initial* schedule baseline on business outcomes, including approved and non-approved changes. Non-approved changes include schedule changes that were recommended, but were not approved. For example, describe how any changes to staffing and skills needed for the project may have impacted the estimated schedule. Refer to the Project Plan for additional information about the project schedule in relation to resources.

Section 4.   Agency and State Lessons Learned

Lessons learned for the project were specifically identified during project closeout. Review the project-level lessons learned and consider recommendations that can be used to improve agency or state-level processes (e.g., governance practices, Texas Project Delivery Framework). These lessons learned are project-level lessons learned that may be used to improve agency and/or state-level processes. To avoid confusion or redundancy between project level and agency/state level lessons learned, ask whether the lesson learned impacts policies, practices, and procedures that are managed at a broader scope than the project.

State lessons learned in terms of a problem (issue). Describe the problem by identifying its nature, source, and impact. Include any agency/state-level references (e.g., Governance Handbook, Business Continuity Plan, Texas Project Delivery Framework tool) that provide additional details.

Include recommended improvement(s) to correct a similar problem in the future. Indicate who the recommended change will be communicated to so that follow-up may be initiated and process improvements actually implemented. For example, the recommended change may need to be elevated to an agency-level body such as a steering committee or to a state-level body such as the Quality Assurance Team.

Section 5.   Future Review Plans

Describe plans for performing future review(s) of benefits or business outcomes following project closeout if necessary. A post-implementation review within six months after project closeout is conducted in order to evaluate realized benefits and to establish operational history. Recognizing review of business outcomes is an iterative process, the agency may choose to conduct the post-implementation review of business outcomes within six months as a preliminary assessment and then establish plans for future reviews based on internal review needs.

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Include each review based on which aspects of business outcomes (e.g., product and/or service performance, qualitative and quantitative benefits) will be reevaluated to satisfy internal review needs. Include planned execution and approval dates, who is responsible for ensuring the review is accomplished, and the frequency if applicable.

Section 6. Glossary

Define all terms and acronyms required to interpret the Post-Implementation Review of Business Outcomes properly.

Section 7. Revision History

Identify changes to the Post-Implementation Review of Business Outcomes.

Section 8. Appendices

Include any relevant appendices.

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