

Appendix 1 – Project Preparation Checklist

1. People

Ref	Task	Comments/Reference	Completed By/Date
1.1	Identify the Project Sponsor, Solution Architect and Project Manager		
1.2	Ask the Sponsor to write a short Business Case, explaining the key benefits to be gained by the project (may already exist as part of capital approval process)		
1.3	Draw an organisation chart of the business, and identify the different user communities		
1.4	Appoint “champions” from each user community to act as subject-matter experts and a single point of communication		
1.5	Identify the IT team leader, and delegate completion of Infrastructure checklist tasks		
1.6	Engage consultants and identify consulting team leader (may be the Solution Architect)		
1.7	Ensure all team members understand their roles (and are enthusiastic to take part!)		
1.8	Develop appraisal mechanisms to reward high achievers and identify poor performers on the project team		

2. Processes

Ref	Task	Comments/Reference	Completed By/Date
2.1	Identify the high-level processes (eg planning, budgeting, forecasting) and choose the priority for the first stage of implementation. Provide at least 3-5 months implementation time		

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2.2	Produce an “as-is” map of this process, showing the links between each sub-process		
2.3	Identify areas of both certainty (agreement), and uncertainty (disagreement). Arrange the modules to be prototyped in this order (most certain first)		
2.4	Identify the subject-matter experts for each module (eg Payroll Officer) and brief them on the project Business Case		
2.5	Ask the subject-matter experts to prioritise the areas of process change (the “To Be” process) required for each module. Focus first stage priorities on “quick wins”. The Sponsor should review for alignment with the Business Case		
2.6	Consider integration and reporting requirements, including interim arrangements where new processes are implemented in stages.		
2.7	Brief consultants and arrange prototype development workshops		

3. Infrastructure

Ref	Task	Comments/Reference	Completed By/Date
3.1	Identify the IT infrastructure team leader/contact		

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3.2	Establish multi-environment strategy (dev/prod or dev/test/prod), recognising that project time and cost will be impacted (as well as quality) by the choices made		
3.3	Obtain system requirements (server and client) from vendor. Assess recommended architecture against existing infrastructure strategy		
3.4	Specify and source infrastructure for each environment (dev in priority)		
3.5	Consider upgrades for communications to remote user communities		
3.6	Provide network and server access for development team. Establish priority helpdesk process to ensure limited development down-time.		

4. Architecture & Source Systems

Ref	Task	Comments/Reference	Completed By/Date
4.1	Identify the IT applications team leader/contact		
4.2	Specify database platform, ETL tools, and assess any overlap with ongoing data warehouse development		
4.3	Analyse the dimensionality of the General Ledger (embodied in the Chart of Accounts)		
4.4	Analyse how GL balance data is stored, and how this is impacted by month-end/year-end processes		

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4.5	Repeat steps 4.3 and 4.4 for other included source systems		
4.6	Determine dimensional clean-up/maintenance procedures required (in source systems) to ensure common chart of accounts and understanding of hierarchies		
4.7	Organise workshop with consultants to plan systems architecture & data mart development		
4.8	Arrange install of applications in development environment, and provide passwords to development team		

5. Management Plan

Ref	Task	Comments/Reference	Completed By/Date
5.1	Identify the project approach to be used (Large, Medium I, Medium II, Small) and choose appropriate project task list		
5.2	Review project task list, identify the owner of each task, and agree responsibilities with owner		
5.3	Establish first medium-term (eg monthly) project goal, and draw up detailed tasks for week one		
5.4	Identify stakeholders and develop communications plan (status reports, meetings, newsletters)		
5.5	Develop Project Office administration procedures (development locations, team meetings, reporting hierarchy, document standards etc)		
5.6	Consider regular reports on project quality. This		

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	can be both people-related (using appraisal system – 1.8) and output-related (degree of user acceptance)		
5.7	Summarise all preparatory work into a (short!) Project Charter, and agree with Sponsor		
5.8	Hold a kick-off meeting with the project team to go through the Charter and get feedback		

6. Risk Management (to be completed last, using feedback from other tasks)

Ref	Task	Comments/Reference	Completed By/Date
6.1	Consider specific risks within the area of Project Management & Controls. Assign a project impact and probability of occurrence (L/M/H) to each risk		
6.2	Consider specific risks within the area of Package Suitability. Assign a project impact and probability of occurrence (L/M/H) to each risk		
6.3	Consider specific risks within the area of Infrastructure. Assign a project impact and probability of occurrence (L/M/H) to each risk		
6.4	Consider specific risks related to Parallel Projects. Assign a project impact and probability of occurrence (L/M/H) to each risk		
6.5	Consider specific risks within the area of Data Integrity. Assign a project impact and probability of occurrence (L/M/H) to each risk		

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6.6	Consider specific risks within the area of Business Process Change. Assign a project impact and probability of occurrence (L/M/H) to each risk		
6.7	Consider specific risks within the area of Training. Assign a project impact and probability of occurrence (L/M/H) to each risk		
6.8	Consider specific risks within the area of User Testing & Acceptance. Assign a project impact and probability of occurrence (L/M/H) to each risk		
6.9	Consider specific risks within the area of Migration & Process Cut-Over. Assign a project impact and probability of occurrence (L/M/H) to each risk		
6.10	Consider specific risks within the area of Post-Implementation Support. Assign a project impact and probability of occurrence (L/M/H) to each risk		
6.11	Develop a mitigation plan for key risks, and agree with the Sponsor		
6.12	Develop monitoring and control process for risks and issues, and agree with the Sponsor		
6.13	Prepare a template for the Risk Register, categorising according to the specific risks identified in 6.1-6.10		