

<b>Service:</b>	System selection online
<b>Priority:</b>	2
<b>Document Type:</b>	Reading
<b>Phase:</b>	1: Define the Project
<b>Document:</b>	1. The system selection process overview (READ) Pr 2 SS
<b>Version:</b>	4
<b>Description:</b>	Detailed overview of generic system selection tasks or activities required.
<b>Objective:</b>	<ul style="list-style-type: none"> <li>• Helps the user identify where they are up to in the system selection process if already started.</li> <li>• Begins the process of identifying the key activities involved in a system selection</li> <li>• Introduces the user to various project considerations</li> </ul>

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# 1. The Systems Selection Process

## 1.1 Where are you up to?

In many of the projects system selection online is purchased for, there is a system selection that has to some extent already started, but which requires some further direction or definition.

Generally, clients have started the system selection process on their own and fall into one of the following three categories:

1. Identified the need for a new system, uncertain how to proceed.
2. As above and some research has been done. Uncertain how to proceed or who to believe!
3. As above and contacted certain vendors, maybe even had system demonstrations, but now getting pressure from the vendors to purchase. Uncertain how to proceed and what to believe!

No matter where you are up to in the system selection process, we recommend working through the methodology and incorporating the knowledge and experienced you have gained to date into these phases.

No phase should be ignored. The experience and knowledge gained in the work done to date should merely enable you to complete a phase or part of a phase in a shorter timeframe.

## 1.2 Consider key actions required in a system selection

At Professional Services Online, we establish the methodology from the bottom up. This assists in customizing the approach to the organization selecting the system. This not only assists in developing the learning process, but also getting the user to include organization specific requirements and to understand exactly where these would fit within the methodology.

Consider the actions shown in the table 3 below. This is a list of actions considered necessary conduct a system selection. Go through the list and consider the relevance of these various actions to your organization. If you have printed this document, make some notes on it. The action list is included with more detail in an editable format in phase 2.

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In Table 3 below:

- the **description column** shows the actions required in order of event.
- the **effort column** relates to time effort. Effort is rated as either low, medium or high, and low – high or medium – high depending on the size of the organization. More specifically:
  - **Low effort** implies these tasks can be done within existing organization processes and generally will not place an extra burden on the individuals responsible.
  - **Medium effort** implies time will need to be allocated to get this done, but these tasks are capable of being delivered by a single individual, usually the person responsible for and/ or driving the project.
  - **High effort** implies time will need to be allocated to more than one resource or a project team to complete the step.
- The **priority column** gives an indication as to the relative importance of the action. The color-coding highlights the critical areas with respect to effort and priority in red

Table 3

System selection actions	Effort	Priority
Identification of the need for a new system	Low	High
Senior management commit to investigating	Low	High
Developing the Business Case	Low - High	Medium
System selection project approved	Low	High
Developing an initial project plan and timelines	Low-Medium	Medium
Project management and administration set up	Low - Medium	Medium
Project budgeting, both cost and time	Low - Medium	Medium
Communicating the project appropriately	Low - Medium	High

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<b>System selection actions</b>	<b>Effort</b>	<b>Priority</b>
Understanding the future strategic direction of the organization	Low	High
Understanding future key strategic requirements	Low – Medium	High
Understanding key business requirements	High	High
Understanding any technology platform requirements	Medium - High	High
Investigating and short-listing of potentially appropriate vendors	Medium - High	Medium
Preliminary investigation of selected vendors	Medium - High	High
Developing the request for proposal (RFP)	Medium – High	High
Taking the RFP to the selected vendors	Low	Low
Managing the RFP process through to vendor submission	Low - Medium	Medium
Collection and collation of responses by due date	Medium	Low
Developing/ agreement on appropriate scoring methodology	Medium	High
Reviewing responses	Medium – High	High
Scoring of responses	Low – Medium	High
Product demonstrations	Medium - High	Medium
Proof of Concept for specific requirements	Medium - High	High
Reference checking	Low - Medium	High

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System selection actions	Effort	Priority
Joint development of implementation plans and budgets with vendors	Low - Medium	Medium
Finalizing implementation plans and timing	Low	High
Negotiating the contract and terms \$	Medium - High	High
Finalizing resource requirements	Low	High
Finalizing Pricing	Low - Medium	High
Finalizing approvals	Low	High
Communicating the final decision	Low - Medium	Medium
Filing project documents	Low - Medium	Medium
<b>Contract Signing</b>	-	-

Familiarize yourself with the list and consider your organizational context before continuing.

## 2. Other system selection considerations

### 2.1 Project scoping

Setting the terms of reference for the project is critical upfront. These may change as the project progresses and more information becomes available, but being able to identify scope changes and assess the impact on the system selection effort and ultimately the system implementation is important.

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## 2.2 Project business case

System selection online has not been developed to deliver the business case.

The following is an indication of when the business case will become relevant during the selection process:

Realization that a new system is required	<ul style="list-style-type: none"> <li>High-level benefits will be identified and may be related to a key frustration or requirement the current system is missing.</li> </ul>
Before starting the system selection process	<ul style="list-style-type: none"> <li>The business case becomes about conducting the system selection and the benefits of a proper system selection.</li> <li>The high-level benefits identified above are taken into consideration from the start of the system selection and may even be documented to justify the system selection effort. These will be used when defining the business requirements.</li> </ul>
During the system selection process	<ul style="list-style-type: none"> <li>As the business requirements are analyzed and the organization gets more familiar with the potential and capability of new systems, so these initial high-level benefits are expanded with detail.</li> </ul>
Before starting the implementation	<ul style="list-style-type: none"> <li>Taking into account the key benefits initially identified, the system vendor may assist with some benchmarks or benefits they have achieved in working with other clients.</li> <li>The business case is formalized at this stage to support the investment in the new system.</li> <li>The benefits identified during the business case are communicated to the vendor as management expectations and to the project team as part of the new systems objectives.</li> </ul>
During the implementation	<ul style="list-style-type: none"> <li>Reference to the business case to track against the achievement of the benefits and objectives identified.</li> </ul>

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Completion of the implementation	<ul style="list-style-type: none"><li>• Post implementation review to consider the achievement of the benefits from the initial business case.</li></ul>
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Organizational requirements with respect to the business case will differ, we recommend the business case outcomes be confirmed during the project scoping, if not already done.

*Relevant Experience: In implementing an automated expense claim system, the business case showed the key benefit in the reduced number of staff required to manually process the expense claims of 3000 employees. There were around 20 FTE's (full time equivalents) doing this manual processing. A year down the track some savings were achieved in this area, but the key and most significant savings were achieved through staff not knowing how expense claims were monitored and what internal controls were in place and thus improved behavior around claims. An example of this was the decrease in taxi claims over weekends. In addition there could be no, I'll authorize yours if you'll authorize mine type behavior and policies were easier to set and monitor.*

### 2.3 Managing expectations

Making sure management is adequately informed at all times of the project.

Management should know what you are going to do, when you have done it and then tell them again.

Various templates are included to support the communication effort.

### 2.4 Project approval

Make sure the project has the relevant approval of the organization, initially for the system selection and then for the implementation.

Ensure you are clear on approval policies and comply with them. Try to avoid verbal approvals from individuals.

## 3. Other project support considerations

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### 3.1 Project governance

Governance and due process are important to ensure the appropriate individual or body makes decisions, and that decisions and agreements are documented for future reference.

### 3.2 Project management

Project management and the art of project management is a discipline on its own. This methodology will not spend time on project management, but will assume a basic level of competency.

Project management is a well-documented discipline and there are a number of readily available texts. We would recommend you do some research and reading or training as required on project management to ensure you have the skills necessary to project manage a project of this nature.

All professional Services Online services include basic project management guidance, tools and templates.

If you believe you need additional information or training on this topic, please contact us at [support@professionalservicesonline.com](mailto:support@professionalservicesonline.com) with the heading "Project Management".

### 3.3 Risk management

If you are aware of the potential risks upfront, you can manage them. Make sure you identify potential risks and develop mitigation plans.

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