

EDRM System Implementation Toolkit

Stage 10: Project closure and solution support

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Stage 10: Project closure and solution support

Reason for stage

This stage is designed to help the project team plan and manage the project closure process and ensure that the solution is fully supported.

Definition of stage

The JISC infoNet [project management infoKit](#) recommends that any project should be formally closed to ensure that:

- The education organisation has formally accepted all outcomes
- Operational procedures are in place
- The handover to operational staff has been completed
- Documentation and reference material is in place
- Any further actions and recommendations are documented and disseminated
- The results are disseminated to the relevant people
- There are no loose ends

[Step one](#) provides a checklist for project closure using the JISC infoNet headings.

[Step two](#) covers the support arrangements in more detail.

Objectives of stage

Stage ten provides the EDRM project team with a checklist for project closure and agreeing their support requirements.

Stage ten covers how you close the project and ensure that the system is supported post implementation so you can continue to derive benefits from the system over the medium term.

Step One – project closure checklist

It is good practice to conduct a formal project closure and complete a checklist to ensure that key tasks have been completed.

The education organisation has formally accepted all outcomes

In [stage eight](#) (link to start of stage 8) you should have agreed the implementation phases and the tests and acceptance steps. At the start of phase seven (closure) you should have signed acceptance documents for the model office (phase two); the pilot (phase three); each step in the two roll outs (phases four and five) and each process in phase six. So at the closure stage you simply need to gather these together and sign the checklist.

Operational procedures are in place

The supplier is tasked with documenting the solution so again you should be able to simply tick the checklist to indicate that you have documented procedures for operating the model office; pilot and roll out solutions and the corporate business processes developed in phase six.

In addition, as a result of stages three and four you should have agreed your education organisations records management strategy and if that included developing, publishing and promoting new record keeping procedures then you should check that you have completed those tasks and sign the checklist accordingly.

Handover to operational staff

Your project plan and your agreement with the preferred supplier should indicate when they will formally hand over responsibility for operating the solution to your staff. You need to check that this process has taken place and whether your staff were provided with the toolkits, training and documentation and support that they needed to successfully take over such responsibilities.

At the project closure stage there should not be any outstanding issues and your internal staff should be quite capable of developing new business processes as required and administering the solution.

Documentation and reference material is in place

Again this is covered in the Statement Of Requirements in stage six and should be in the contract. Hence at project closure stage it should simply be a matter of locating where physical or online documentation and reference material is held, checking that it is complete and up to date and signing the checklist.

Further actions/recommendations are documented

In a long term project like a corporate EDRM procurement this is unlikely to be relevant. One possible example would be if a decision was made in phase six to implement two corporate processes and then review at a later stage whether any additional processes should be built on top of the EDRM platform. If this was the case then this future action should be documented and a trigger mechanism agreed.

Disseminate results to relevant people

There are two elements to this task. The first would be to review the project management plans developed in stage two and review the reporting requirements. You would then need to review whether or not the required reports were in fact circulated to all the stakeholders and provided there is evidence that they were you can then sign this off on the checklist.

The second part of the task is that you should complete a report of the project closure process including a completed checklist and circulate that to all the relevant stakeholders.

There are no loose ends

It is clearly important that any loose ends are resolved at this stage. Examples may include contractual matters that are still outstanding. There may be some system facility which the supplier has never been able to provide or some service which was never delivered to the required standard. This is the last opportunity to get the matter resolved.

Alternatively there may still be some internal matters where the project team believe the solution has been delivered as planned but a stakeholder is not satisfied with what they have received. Again, ideally compromises need to be made at this late stage so sign off can be achieved.

Step Two – solution support

At project closure you will by definition not require any further additional services such as development, further integration with systems etc. However, you will continue to need a software support contract with the supplier and may need a continued hardware support contract for specialist hardware such as scanners.

In stage one we traced the historical development of document and content and records management software. There is nothing to indicate that the software will not develop further over the next four or five years. More modules will be added to the modules that currently comprise an EDRM suite or an Enterprise Content Management suite. There will also be more mergers and acquisitions within the business as suppliers pool resources to develop ever more sophisticated suites.

Against that background you need to take the opportunity that project closure brings to clarify your ongoing support requirements. You may have contracted for five years software support in which case by project closure you may have two years left to run and you might wish to extend the period for a further two years.

One of the factors to consider with software support is what do you do when the suppliers launches a major upgrade to the software? Are you obliged to take it all at a higher cost or can you just select the modules you need. Can you simply move on to the next version of the software or will you have to make any changes to your current application prior to moving up?

Project closure is a good time to review support arrangements and make sure you are covered for the medium term.

Deliverables from stage ten

After completing stage ten of the toolkit you should have achieved the following deliverables for your project

Step	Deliverable
1	Project closure report including checklist
2	Chapter in project closure report – clarifying ongoing support arrangements.

Resources required to complete stage ten

The resources required to conduct the project closure exercise can be calculated fairly accurately assuming that there are no major outstanding problems to be resolved.

Step	Resource estimate(days)	Description
1	5	Project resource to produce report including completed checklist
2	3	Project resource to complete chapter in report relating to ongoing support agreement
TotalSteps 1 – 2	8	

Tools to complete stage ten

- Word processing software
- Spreadsheet

Frequently asked questions

Question:

Why do we need a formal project closure exercise?

Answer:

Two main reasons. The first is for audit purposes. You invested money and staff resource in a project and you need to check that you have obtained all the required services from the supplier and that the system is supported for the medium term. The second reason is that if you do not carry out an exercise the project tends to limp along and you are not certain what agreements you have with the supplier, whether you are still incurring costs or are entitled to services etc. You need a closure document you can refer to that ties up all the loose ends.

Hints and tips for stage ten

1. Define your support requirements clearly in the Statement Of Requirements and contract to them.
2. Provided you have good support, extend the support period at this stage on a yearly basis up to a maximum of five years. In other words, you can decide at the end of each year whether you want to renew the arrangement.

Additional References and Case Studies

Design criteria standard for electronic records management software application (version 19, June 2002) US Department of Defense, Washington 2002. DOD Directive 5015.2.
<http://jitc.fhu.disa.mil/recmgt/p50152s2.pdf>

MoReq – Model requirements for the management of electronic records. CECA–CEE–CEEA. Bruxelles Luxembourg 2001.
<http://www.ispo.cec.be/ida>

Functional requirements for ERMS 2002. The National Archives.
<http://www.nationalarchives.gov.uk/electronicrecords/reqs2002/pdf/requirementsfinal.pdf>

For Project Management, as well as the infoKit the OGC PRINCE2 website has further details of the PRINCE2 project management methodology.

<http://www.ogc.gov.uk/prince/index.htm>

The OJEC website for details of EC procurement procedures

<http://www.ojec.com/>

The industry yearbook published by Cimtech provides a comprehensive list of all the main suppliers in each of the categories described in stage one, step one. It also provides a detailed management guide to the subject. Electronic document, records and content management: a comprehensive guide to electronic document, records and content management and a directory of products and services 15th edition 2004 Cimtech Ltd, University of Hertfordshire, College Lane, Hatfield, Hertfordshire AL10 9AB.

http://www.cimtech.co.uk/Main/Pub_EDRCM.htm

The DIRKS Manual, Steps A – D

<http://www.naa.gov.au/recordkeeping/dirks/dirksman/contents.html>

BSI–ISO 15489 – 2001 – Information and documentation – records management. Standards. BSI Customer Services 389 Chiswick High Road, London W4 4AL

<http://www.bsi-global.com/>

For modelling and redesigning business processes there are a number of useful reference works available as well as the Process Review infoKit. The following are three which we would recommend.

- Dave Chaffey. Groupware, Workflow and Intranets. Re–engineering the enterprise with collaborative software. Digital Press. Butterworth Heinemann. ISBN 1555581846.
<http://books.elsevier.com/marketing?isbn=1555581846>
- Thomas M Koulopoulos. The Workflow Imperative – building real work business solutions. Van Nostrand Reinhold. 1995 ISBN 0442019750.
- Rosemary Rock–Evans. Data modelling and process modelling. 1992 Butterworth Heinemann, ISBN 0750607394.

For guidance on the conduct of records audits, the design of business classification schemes and retention schedules you are recommended to visit the National Archives website.

<http://www.pro.gov.uk/recordsmanagement/standards/default.htm>

Magazines which contain useful case studies describing how organisations have successfully implemented an EDM or EDRM system include the following:

Managing information and documents MiD. Infoconomy Ltd, 17–18 Margaret Street London W1W 8RP.

<http://www.infoconomy.com/>

Information management & technology. Cimtech Ltd University of Hertfordshire, College Lane, Hatfield, Hertfordshire AL10 9AB.

<http://www.cimtech.co.uk/>

Web sites that contain useful information on all aspects of EDRM include the following plus individual supplier web sites:

- <http://www.aiim.org>
- <http://www.cimtech.co.uk>
- <http://www.document-manager.com>

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