Experience Sharing in IT Projects
標書處理及項目管理經驗分享

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- Common difficulties encountered (常見痛點)

- Aspects to consider when preparing tender (開門七件事)

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- Tips on IT Project Management (三通錦囊)

Description of IT projects experience 歷程

- Social Welfare Development Fund for IT Projects 2010 – 2019 (Phase 1 to 3)

- 3 projects + 4 projects + 9 projects (Ttl: 16 IT Projects)

- Budget range between 0.2 million and 2.3 million

- Users involved: 20ppl – Whole organization

Description of IT projects experience 歷程

- What kind of projects managed / implemented?
  - ✓ Core Application systems i.e. Financial Management System, HR Information System
  - ✓ Service unit client information systems
  - ✓ Website projects i.e. Corporate/service websites
  - ✓ Service unit mobile Apps i.e. Mental Health
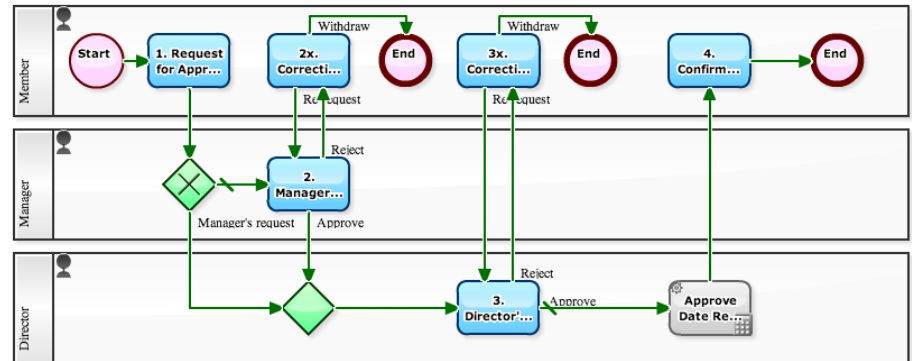
Common difficulties encountered 常見痛點

- Variation in client requirements (各有所需)
- The need for constant follow up (一致性)
- Misinterpretation of IT terminologies (誤解)
- Lack of accountability (責任)
- Too-rigid architecture (繁複架構)
- Insufficient time (時間)

Aspects to consider when preparing tender
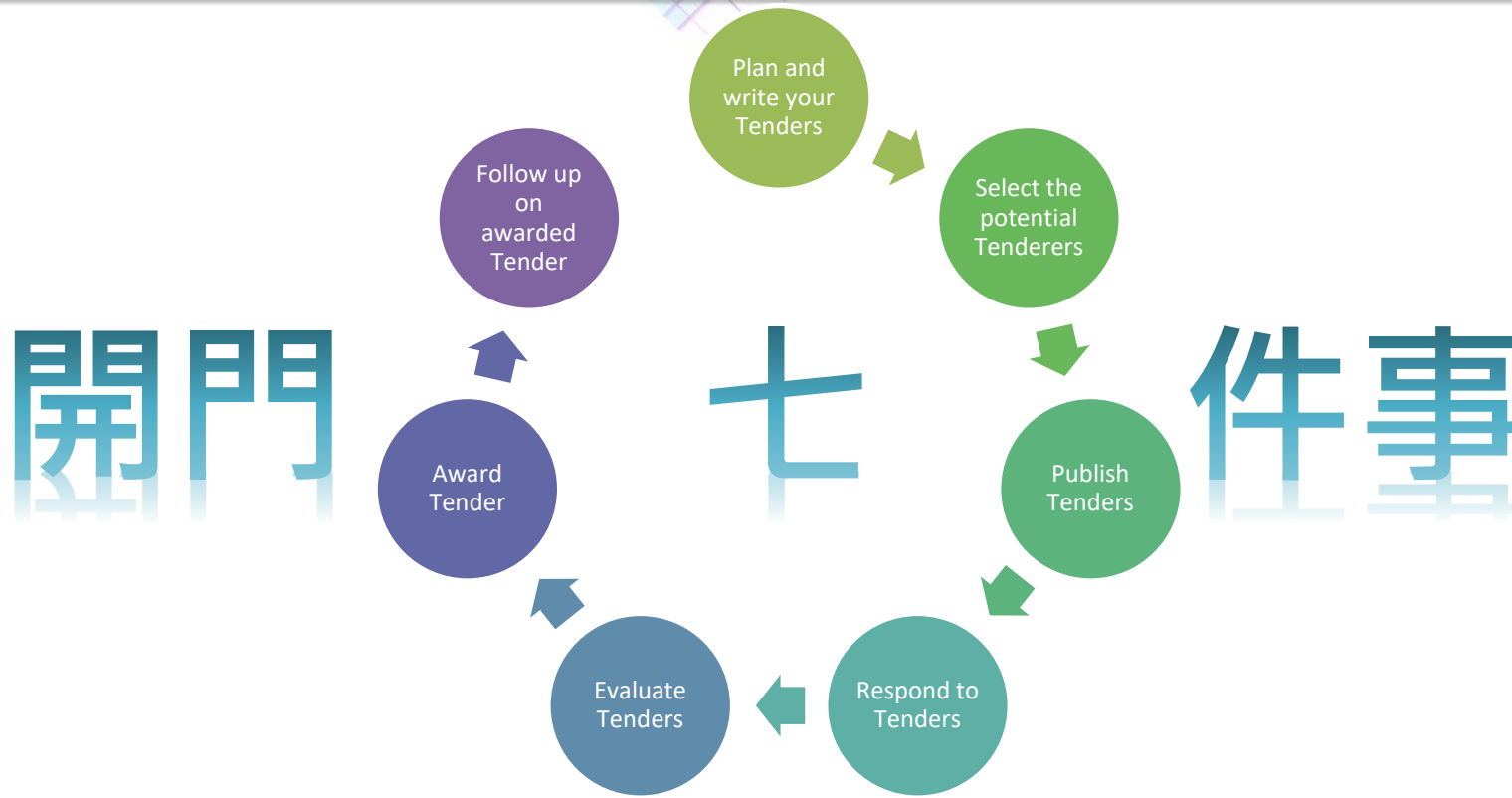
Plan and write your Tenders

Plan and write your Tenders

- Form focus group with key stakeholders
- Prepare requirement checklist
- Narrow down the scope to fit the budget
- Depict with Image and diagrams
- Reserve template for legal terms and conditions (Ref. Gov't circular and guideline)
- Have sufficient time

Select the potential Tenderers

Select the potential Tenderers

- Categorize tenderers
- Verify the liability of tenderers (vendor checklist if any)
- Touch on related clients reference
- Run an open discussion
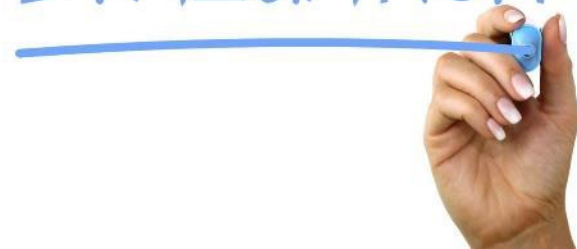
Publish and respond to Tenders

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- Explain clearly how you will assess (tender briefing session if needed)
- Make sure enough tenderers
- Reserve enough time for their questioning and submission
- Respond to ALL and keep records
- Be Fair to ALL

Evaluate the Tenders

Evaluate the Tenders

- Adopt first stage screening (minimum requirements)
- Establish marking scheme i.e. past experience track record, system design and professional skill and pricing etc.
- Portion the technical and pricing proposal in appropriate distribution
- Welcome a tender interview
- Make use of exceptional approval if needed
- Narrate evaluation report in properly format

Award and follow up on Tender

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- Double-check to awarded tenderer
- Congratulate to success tenderer and finalize the materials of award letter
- Notify failure tenderers, make a small talk and keep friendship
- Inform members and can prepare kickoff meeting of the Project

Run a IT Project (W+H+W)

- Scope
- Tasks
- Deliverables
- Dependencies
- Timelines
- Security
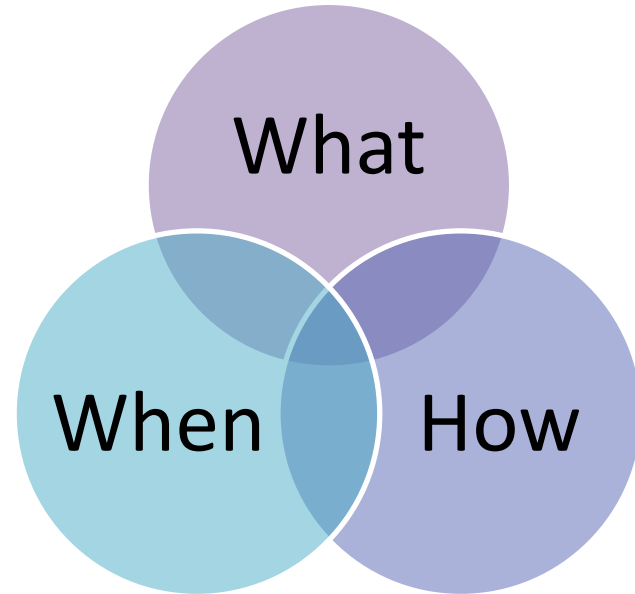
Scope and Tasks

- Determine what included and not included

- Define stakeholders and users

- Prioritize tasks

- Massage the pieces of tasks

Deliverables and Dependencies

- Examine and consolidate different deliverables

- Map with project dependencies

- Communicate and involve with stakeholders for UAT

- Monitor and manage the expectation

Timelines and Security

- Work and follow up implementation schedule with millstones

- Revise and revise

- Estimate the progress and adjust next steps

- Security Risk Audit and Assessment (SRAA)

Run a IT Project

In general, there is a process of leading work to achieve different predefined IT goals within the given constraints.

- Procurement
- Processes
- Policies
- Period of time
- Programming modules

PROJECT
MANAGEMENT

Tips on IT Project Management (三通錦囊)

Integration貫通

- Technical Side

- Integrate different systems and complete all needs equal to have a successful outcome ? No, they are only outputs
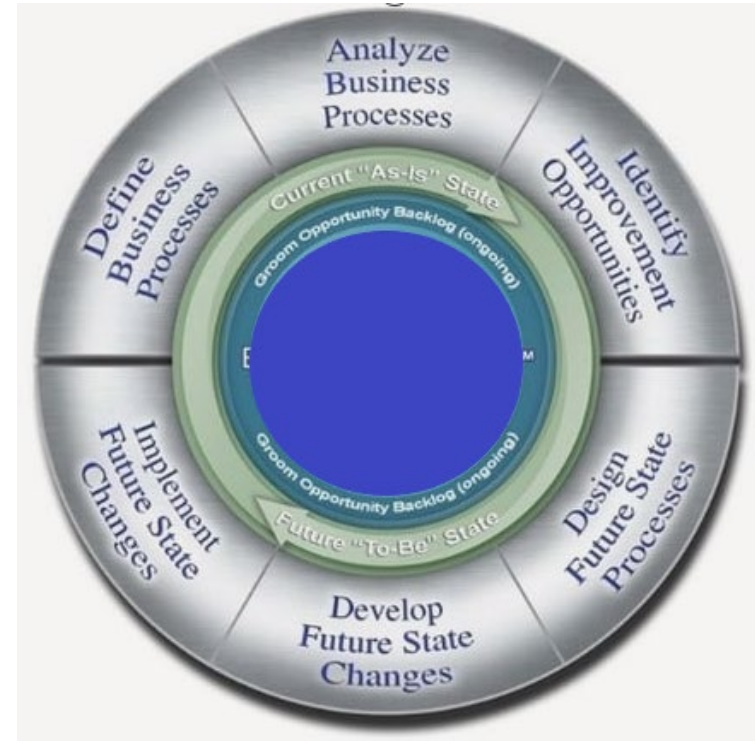
Tips on IT Project Management

An **X Factor** (獨特影響的因素) is a variable in a given situation that could have the most significant impact on the outcome

Tips on IT Project Management

Change management
is a kind of
Business Processes
Reengineering (BPR)
(企業流程再造)

Tips on IT Project Management

Change Management is important in the <u>People side</u>

- People side of Business Process Reengineering (BPR) and modernization are much more IMPORTANT

- Focus on staff, management and anyone effected by change (new roles may be)

- Cannot happen by itself and needs cohesively (凝聚) and proactively (主動) managed

Tips on IT Project Management

Communication 溝通

- Engage all levels of staff, frontline, supervisory and senior management (參予)

- Be Transparency (透明)

- Combine the transition of people, process and technology where from "As-is" (現狀) to a continually unfolding "To-be" (理想狀況)

Tips on IT Project Management

- Start out by creating a " footprint " level process map (足跡流程圖) for "As-is" (現狀) situation to earn the agreement from stakeholders (持份者)

- Be reminded don't ask next question (聆聽) and don't challenge the professionals.

- Seek first before try to improve (知彼解己)

Tips on IT Project Management

- What are you currently doing

- What are you currently do not need to be doing

- Visualize and identify the root causes (問題根源) and fix

- Rather than rework/reform the activities or embed excessive control points & inspection in a "To-be" (理想狀況) process

All can be done Well, Projects will be Practicable 行得通