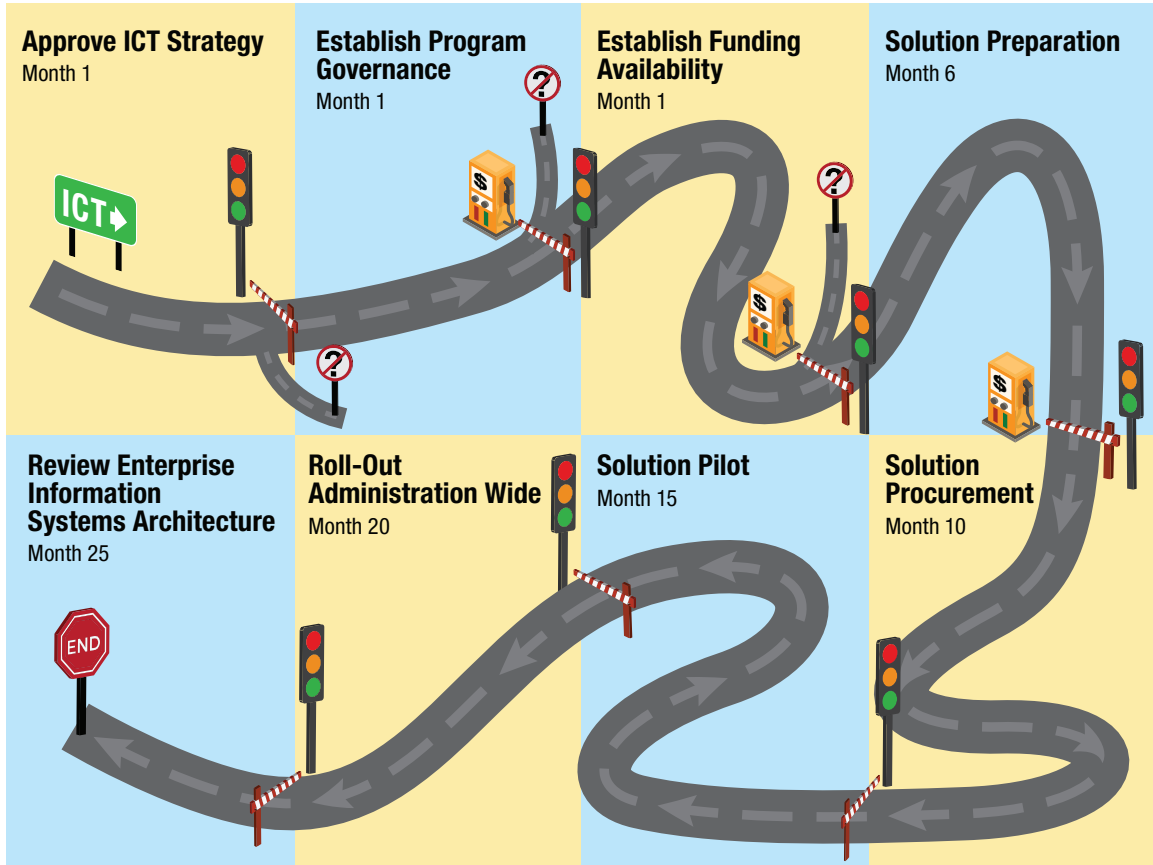


That said, if a program is not going to meet its desired outcomes, there is no point in continuing to spend time and money on it. Administrations need to take a realistic view of progress and options and be prepared to pursue other alternatives if needed. Figure 4 provides a storyboard graphic of these stage gates.

Figure 4. IT Modernization Road Map with Stage Gates



## **XII. What are the Effects on Business-as-Usual Systems Operation?**

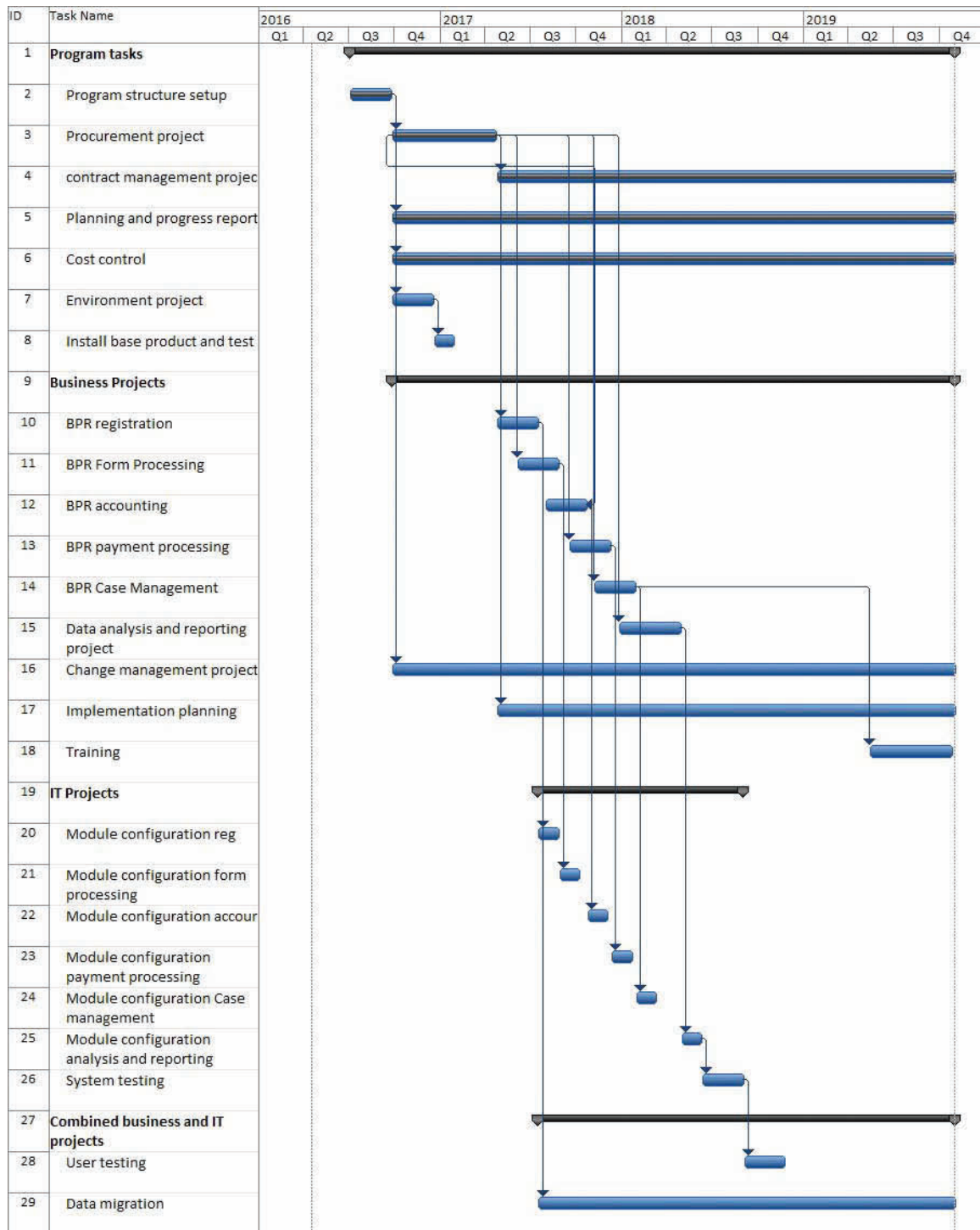
A typical COTS systems replacement program will usually take a minimum of three years. This period can be shortened by various techniques, but given the need for a thorough procurement process, it would be extremely unlikely to be achieved in less than two years, even if there was an existing clear articulation of requirements and design.

Pressure on staff in “expert” areas during the replacement period is often extreme. The same people who are relied upon to resolve day-to-day issues and problems are also the ones who are turned to by designers for solutions to their issues. Wherever possible, expert staff should be seconded from their full-time jobs to a particular activity (usually design) on the modernization program, and replaced for that period. This can be an excellent opportunity to try new staff in more challenging jobs. In many cases, a new level of future executives can emerge as they “step up” to the challenge of temporarily replacing more senior officers.

Overall agency costs typically increase for the period of the redevelopment processes. Replacement of seconded executives, increased hardware and multiple operating environments for build and testing, the need for expert business staff to work on design and data conversion, the need to resource the Project Management Office with in-house staff, and the increased need for fast agency-wide corporate decision-making all combine to put pressure on the operating budget. Adequate provision needs to be made in forward plans to cater for this pressure.

Because of these pressures, “optional” IT work must be kept to a minimum in this period. As mentioned in Note 1 of this series, a strictly enforced prioritization process is the key for management of workload and resource commitment to enable such restraint. Where IT development is unavoidable, e.g., because of law changes, care needs to be taken to minimize work which will be redundant when the new system is implemented. Every effort should be made to re-use existing legacy functionality where possible, or to build new features so they can be re-used by the new system. An approach to the relevant law-makers to explain the program and effects which changes can have on it may also be useful.

## Appendix 1. Expanded Example of Linkages Between Different Projects in a COTS Implementation



BPR = Business process review

**TNM/17/03**

**International Monetary Fund**

**Fiscal Affairs Department**

700 19th Street NW

Washington, D.C. 20431

USA

Tel: 1-202-623-8554

Fax: 1-202-623-6073

ISBN: 978-1-47558-398-4



9 781475 583984