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# 1 A SIMPLE Introduction

eBMS makes use of an implementation methodology called SIMPLE. SIMPLE is an easy to follow, an iterative development methodology that acknowledges the limitations of a pure Agile, or a pure waterfall method, and endeavours to bring the best features of these together.

The process is broken down into three stages, outlined below.

## 1.1 Stage 1: Requirements

During the requirements stage, we will compile, clarify and document your business requirements into clear specific Functional Requirements. Requirements gathering is a challenging and time-consuming task and will require a lot of input from your team and Subject Matter Experts. At the end of this stage, eBMS will deliver a Functional Specification document, which can be used to build a system.

It can be difficult to predict ahead of time just how long it will take and how much effort will be required. In some projects, the requirements phase can take 60% of the total project length.

	Step	Description
<b>S</b> <b>SCOPE</b>	Onboarding and Initial Planning	Negotiation of contract, initial meetings to prepare you for project commencement.
	Kick-Off Meeting	The two teams meet for the first time. We will take you through the process, the draft project charter and our understanding of the scope.
	Project Charter (Document)	The 'rules of engagement' where the overall scope and project management rules are agreed.
<b>I</b> <b>INTERVIEW</b>	High-Level Requirements	We will prepare an initial draft of the requirements based on the initial scope, business documentation and kick-off meetings.
	Wireframe	We will create an interactive wireframe, share it with you, and provide details in a PDF for offline usage.
<b>M</b> <b>MASTERMIND</b>	Requirements Consolidation and Clarification	We will now workshop with your Business Analyst to fill any gaps in our initial High-Level Requirements.
	Functional Specification	Now we will build a comprehensive requirements document, that covers all aspects of the system to be built.

Further detail can be found in **Field Guide S2: SIMPLE – Requirements (Stage 1)**

### 1.1.1 Breathe and Re-assess

At this point in the project, you will have your delivered specification – and we will fully understand what you require us to deliver.

Your requirements may look a little different from when you started; This is normal. Now is the time to decide what requirements are ‘must-have’, and what items are only ‘nice to have’. In light of these clearer and updated requirements, we will re-assess the effort and costs required to deliver the system. Once the final budget is approved and requirements signed off, we will commence Stage 2, implementation.

## 1.2 Stage 2: The Build

With the final scope of the project agreed, we will now commence building the system. At the end of this stage, you will have a completed system, that is ready for use.

Step		Detail	
P PRODUCTION	Implementation is executed in cycles called <b>iterations</b> .	We will provide you with an Iteration roadmap document laying out what parts of the system will be built in which iteration. The number of iterations will also be agreed at this time.	
	Iteration 1	Plan	We will review the outcomes of prior iterations and plan the tasks to be built in this one.
		Build	Team members will build and configure the system as spelt out in the roadmap.
		Test	We will test the system. In an iterative process, it will not be bug-free, but we will endeavour to make sure there are no bugs significant enough to stop your review.
		Feedback Assessment	We will review your feedback and assess it against scope and budget. Bug-fixes and approved changes will be planned into the next iteration.
		Review	You will review the solution in its current state. Until the last iteration, this will be an incomplete state.
	Iteration N	Repeat this process 1-4 times	(Note for final iteration) For practical reasons, it is strongly recommended that no changes are made to the system design in the final iteration, as there will be no opportunity for review and feedback.

Further detail can be found in **Field Guide S3: SIMPLE - The Build (Stage 2)**

## 1.3 Stage 3: Launch

Before releasing your system to your users, there are a few last steps to be completed. We will migrate your data into the system (If applicable). You will need to be trained on using the system, and complete final User Acceptance Testing. After this, the system will be released into Production.

	Step	Detail
<b>L LAUNCH</b>	Training	We will train your key users and trainers on how to use the system, with enough information for you to then train the rest of your staff.
	UAT	User Acceptance Testing is the formal sign off that the system has been built as specified.
	Data Migration (If applicable)	If agreed, we will assist you to import the data which you provide into the new system.
	Release to Production	Your system will be put into a production environment, ready for users to access and process data.
<b>E EVALUATE</b>	Post Launch Lessons Learnt Meeting	Our Project Manager and Account Manager will meet with your team and evaluate how the project went, and what we might do better next time around.
	Warranty Period	During this period, you are entitled to fixes (per Functional Specification) at no additional cost. Note that this does not include additional functionality or requirements.

Further detail can be found in **Field Guide S4: SIMPLE – Launch (Stage 3)**

## 2 Your Team

### 2.1 Project Core Team

There are 2 core project roles that need to be filled in your team:

Role	Responsibilities
<b>Project Manager</b>	<ul style="list-style-type: none"> <li>• Manages resources</li> <li>• Makes sure that tasks are completed “on time” and “on budget.”</li> <li>• Monitoring and reporting on project progress and performance (schedule, cost, quality and risk)</li> <li>• Reporting and escalating project issues</li> <li>• Meeting regularly with eBMS Project Manager</li> </ul>
<b>Business Analyst</b>	<ul style="list-style-type: none"> <li>• Provides consolidated business requirements to eBMS</li> <li>• Verifies High-Level Requirements, Wireframe and Functional Specification</li> <li>• Consulted on clarification of requirements</li> <li>• Review feedback from your staff and provide this in the consolidated and agreed form to eBMS</li> </ul>

In small projects, the same person can fill these roles

### 2.2 Sponsor

The Project Sponsor is ultimately responsible for the success of the project, and has the following responsibilities:

- Approving the vision and high-level objectives for the project;
- Championing the project to Senior Management/Executive;
- Removal of roadblocks or impediments to the delivery of the Project;
- Highest level of escalation within the business.

## 2.3 Business/Solution Owner

The Business Owner is the principal 'owner' of the project. Key responsibilities include:

- Defining the vision and high-level objectives for the project
- Approving the requirements, project plan, resources and budget
- Authorising the provision of funds/resources (internal or external)
- Ensuring that major business risks are identified and managed
- Approving any major changes in scope
- Resolving issues escalated by the Project Manager
- Ensuring business / operational support arrangements are put in place
- Ensuring the participation of a business resource (if required)
- Providing final acceptance of the solution upon project completion.

## 2.4 Supplementary Team Members

Additional to your core team are some other team members that are very important but may not be involved in your project daily.

Role	Responsibilities
<b>Subject Matter Experts</b>	<ul style="list-style-type: none"> <li>• These are the people with the most expertise in the system domain. If you are implementing a procurement system, bring procurement experts. For "Risk, bring Risk experts, etc., etc.</li> <li>• eBMS are the experts on building systems, but you need to provide the experts who are able to advise the inputs required and the outputs expected from the system.</li> </ul>
<b>Information Technology (IT) representative</b>	<ul style="list-style-type: none"> <li>• Involve an IT representative at the earliest opportunity. Ask for someone to be assigned to your team for the duration of the project.</li> <li>• This person only needs to be actively included in some parts of the project, but the earlier they can be involved, the easier it will be for everyone.</li> <li>• This person will consult on what equipment, software and IT policies (eg Security) need to be managed.</li> </ul>
<b>Representatives of Impacted Areas</b>	<ul style="list-style-type: none"> <li>• You can achieve the greatest buy-in by involving representatives from the start. If you only include them toward the projects' end, you will likely encounter much higher change resistance and potentially items will be raised which could affect the scope of the project and its deliverables.</li> </ul>

### 3 eBMS' Team

eBMS will assign a team of staff to work on your project.

Role	Responsibilities
<b>Project Manager</b>	<p>The project manager will keep you and eBMS stakeholders updated on the status of the project.</p> <p>They are responsible for:</p> <ul style="list-style-type: none"> <li>• Regular status reports</li> <li>• Project plan development and updates</li> <li>• Providing you with project documentation</li> <li>• Hosting Project Management Meetings</li> <li>• Ensuring that all actions are assigned and achieved</li> <li>• Managing change control</li> <li>• Proofreading all documentation</li> </ul>
<b>Business Analyst</b>	<p>The eBMS Business Analyst develops Requirements documentation in concert with your Business Analyst.</p> <p>They are responsible for:</p> <ul style="list-style-type: none"> <li>• Running requirements consolidation workshops</li> <li>• Documenting requirements in the form of               <ul style="list-style-type: none"> <li>○ High-Level Requirements Document</li> <li>○ Functional Specification</li> <li>○ Change Documentation</li> </ul> </li> <li>• Briefing the Technical Lead on requirements</li> <li>• Coordinating clarification on requirements when needed</li> <li>• Participating in training and handover sessions</li> <li>• Proofreading handover document and user manuals</li> </ul>
<b>Technical Lead</b>	<p>The technical lead will build and configure the system. They will often make use of additional team members to do aspects of the work.</p> <p>They are responsible for:</p> <ul style="list-style-type: none"> <li>• Assisting in resource planning</li> <li>• Monitoring team members</li> <li>• Creating a system Wireframe</li> <li>• Designing and building the delivered system</li> <li>• Writing handover documentation and running handover sessions with the client</li> <li>• Writing user manuals</li> <li>• Running training sessions</li> </ul>



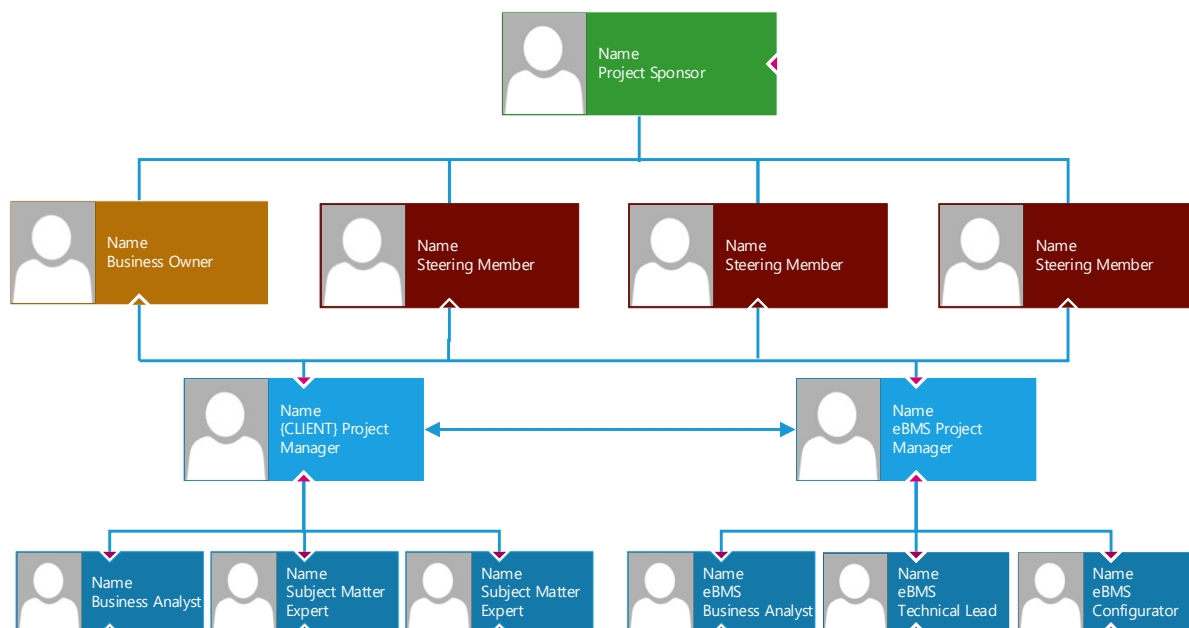
Role	Responsibilities
<b>Account Manager</b>	<p>The Account Manager will check in with the client regularly during the system implementation phase, to identify, investigate and resolve any existing or potential issues.</p> <p>They are responsible for:</p> <ul style="list-style-type: none"><li>• Staying up to date with project status</li><li>• Booking and attending checkpoint meetings</li><li>• Documenting problems and potential problems for eBMS directors and Project Managers to address</li><li>• Updating you on the status of risks and issues resolutions.</li></ul> <p>Note that the account manager is there primarily to listen and will not be able to provide solutions to problems alone. They are expected to document any concerns and raise them with appropriate eBMS staff for resolution.</p>

## 4 Governance

Establishing a clear and robust Governance structure for your project will ensure you have internal support and leadership at appropriate and sometimes critical points in time.

Good Governance will ensure discipline throughout the life of the project and provides clear guidance, support, and processes.

It is usual to put in place a management structure which provides appropriate leadership, likely in a format similar to the graphic below.



Depending on the size and needs of your business, some roles in the Governance structure may be filled by the same person – for instance, the Sponsor and Business Owner may be one and the same, or the Project Manager may also be a Subject Matter Expert. In some projects the eBMS Account manager will also be the Project Manager.

By building the structure demonstrated above, you enable the appropriate people to be provided with the direction and decisions required to undertake the tasks necessary to implement your project effectively. The structure offers the communications path(s) that will ensure the appropriate level of Stakeholders being informed, providing timely and pertinent decision making and escalations.

## 5 Read More

The next guide in this sequence is S2 - SIMPLE Requirements (Stage 1).

Document	Title	Content
S2	SIMPLE Requirements (Stage 1)	A project can be divided into three components: 1) Requirements, 2) Building and 3) Launch. This document relates to the first of these parts.
S3	SIMPLE The Build (Stage 2)	Explains the steps which will encompass the configuration of your system to the agreed specification
S4	SIMPLE Launch (Stage 3)	Pertains to UAT, Training and the Release of the System to Production.



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