



## **Post-Implementation Review**

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# 1. Post Implementation Review (PIR)

## 1.1. *What is a Post Implementation Review?*

A Post Implementation Review (PIR) is an activity that is carried out after a new business system has been implemented so that the user, development team, and management can assess the successes and failures of the project. The review process team obtains information relevant to the development, performance and usability of a particular business system. The process team analyzes the gathered information, communicates any lessons learned to involved parties or the development group, and makes recommendations concerning the correction of any defects found.

Two areas may be reviewed in a PIR. They are:

### Business system performance

- Have the business system operating expectations been met?
- Have the expected benefits been achieved?
- Are the defined organizational roles, responsibilities, and procedures working as planned

### Project performance

- Was the project performed in a professional and satisfactory manner?
- Were development costs and schedules met within acceptable parameters?
- Were the development processes and methodologies used effective?

A PIR of a business system includes reviewing the suitability of the system for the organization and its users. A PIR of a project includes reviewing the suitability of the management and development procedures, appropriate resource usage, technology, tools used, and the support given to the project by the organization.

## 1.2. *Why is the PIR Used?*

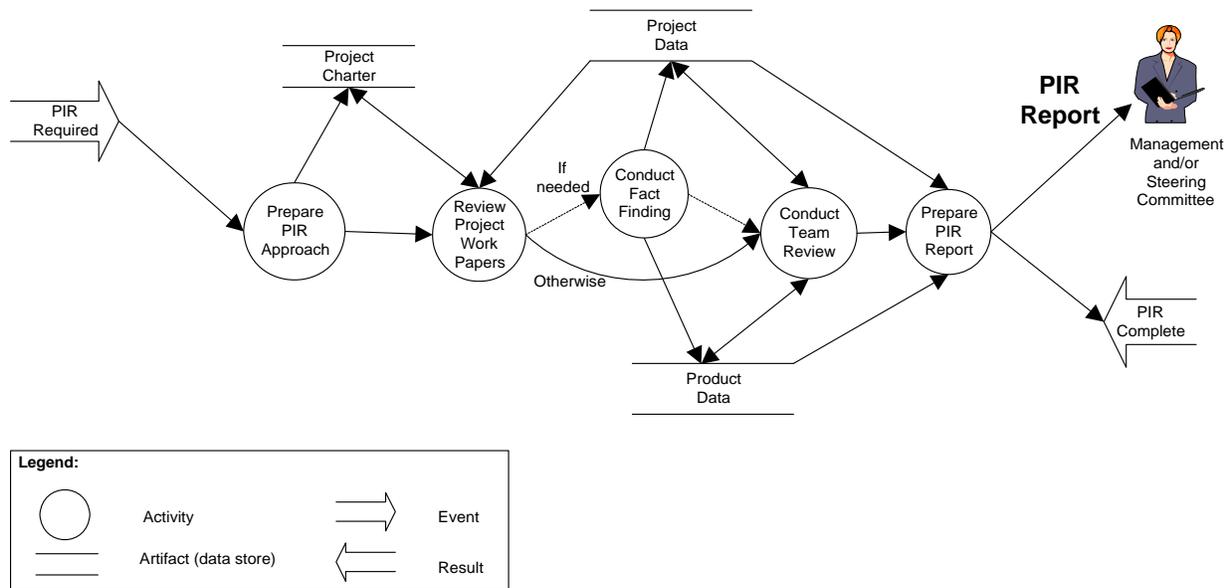
A PIR is used for several reasons. The major ones are to:

- Verify deliverables against specifications
- Note unfinished business (e.g., business system modifications)
- Transfer responsibility for the system to the users and support organizations
- Assess the impact of the business system on the business
- Provide feedback to improve the business system in future



Methodology, and the remaining PIR tasks that start during the End Project Segment of Project Management for Project Performance, or after business system installation for the Business System Performance.

### PIR Task Dependency Diagram



The PIR process consists of five major activities:

- a. Prepare PIR Approach (done as part of the Project Management, Plan Project Segment, *Prepare Project Charter* task)

Conduct the PIR (the following three activities are separate tasks within the Project Management, End Project Segment)

- Review Project Work Papers (charter, schedules, budgets, performance statistics, etc.)
- Conduct Fact Finding
- Conduct Team Review

Prepare PIR Report (a separate tasks within the Project Management, End Project Segment)

Should the PIR Approach determine that the 'Business System Performance' and 'Project Performance' be reviewed separately and at different times, create two sets of the tasks 'Review Project Work Papers' through 'Prepare PIR Report'. One set of tasks will be used for the Project Performance, starting at the conclusion of the End Project segment and completed within one month. The other set of tasks will be used for the Business System Performance, starting anytime after installation of the business

system and completed within one to several (three to nine) months. Typically, there will be one set of tasks used to cover both areas at the same time starting anytime after the installation of the business system.

If your project has started without a PIR Approach, discuss the issue with management and proceed with to prepare the PIR Approach now. Since this will be added to the Project Charter, it will have to be approved by the same management who approved the Charter.

### ***1.5. What will be produced?***

The PIR Report is the primary deliverable from this activity. Other documents may be produced as a result of gathering additional information when needed, e.g., interview questions, interview results, surveys, survey results, business system performance statistics. The PIR Report contains a Statement of Findings regarding the business system developed and the process used to develop it, and an action plan, if necessary, for closure on any unfinished business.

### ***1.6. What will make the PIR Process successful?***

When planning and executing a PIR consider the following points to help make it successful:

- Be pragmatic about the number of resources to involve by weighing the cost to other projects and the anticipated benefits
- Make clear to all participants that the process will be positive and blame-free, and ensure that it is
- Provide an environment which fosters openness and candor
- Ensure that lessons learned from the PIR are shared widely so they can have a positive effect on the future
- Review the above points with management (Director or Vice President overseeing the project) when preparing the Project Charter and PIR Approach. They will also help in determining the relative importance of the project in relation to the PIR cost.

The responsibility for the PIR lies with the Project Manager. The team members provide support, and specialists may be used if required. The PIR will usually cover one project, but may cover several if deemed necessary and beneficial by management (Director or Vice President).

### ***1.7. Tailoring the PIR Process.***

For Delta Projects, the PIR process is required. Tailor the PIR process only with approval from your manager.

### **1.8. *Steering Committee:***

The term “Steering Committee” used in the Project Management Methodology refers to the group of people charged with reviewing the PIR Reports, directing projects, and initiating any continuous process improvement initiatives, e.g., Delta Steering Committee. This committee would typically include the project sponsor, user management representatives, systems management representatives, planning and strategy representatives. This committee’s composition and title may vary according to organizational circumstances, but its function is still required to realize the benefits of PIRs.