

## Legacy System Replacement

### **Problem:**

A client had a software-based work control and records system that was several versions behind current, and was about to run into support issues in conjunction with increased hardware platform costs. Faced with a system that had a limited operating lifetime and strict Nuclear regulatory requirements for managing all work and records, the client needed to make an informed analysis of the marketplace for a suitable replacement system, and fit their user requirements into a robust selection criteria to ensure to correct system was purchased.

### **Solution:**

#### Project Initiation

Caski set up and facilitated a project feasibility workshop with representatives from all remote sites and headquarters personnel who used the obsolete system in their day-to-day operations. An analysis of staff usage of the system and the data volumes involved was carried out, and a programme of site investigation visits was established. The feasibility workshop was of paramount importance in that it enabled key stakeholder buy-in and managed initial expectations about the nature of the project programme and drivers (it emphasised the importance of all site input rather than the imposition of a centrally chosen solution).

#### Business Process Analysis

Following the success of the initial project workshop, Caski undertook a site by site business analysis of how the obsolete system was used, and what improvements, if any would be required of the new system. The standard process mapping tool, IDEF 0, was used to document the existing business processes and where these processes were supported by the existing system, to ensure a full a understanding of the obsolete systems usage. These findings were then documented and agreed with each Site Sponsor and Project Manager, and formed the basis of what was called the 'As-Is' analysis. As each site managed their business and operated the obsolete system in subtly different ways, an amalgamated set of documents was created from all of the sites' documents which formed the basis of an outline 'To-Be' requirement against which potential vendors were required to submit their proposals for a replacement system.

## Vendor Selection

There were some initial difficulties encountered due to the complexities of replacing a work control system across a multi-site organisation, and a number of interested parties were pressing for a complete change of direction to a different system. The leading vendors in the Work Management software arena were invited to tender for the new system. Caski were instrumental in devising a robust selection process that enabled the systems offered by the shortlisted vendors to be analysed in a uniform manner, thus ensuring consistency and a full audit trail.

Caski was able to devise assessment areas covering the lifetime costs (including software and hardware), Project implementation, retraining and support to enable an informed decision to be made. Each product was put through the same selection criteria which included paper based questions covering functionality and also each vendor was given an opportunity to demonstrate their product to the vendor selection panel, on which Caski had several key members.

## **Client Benefit**

Due to the correct selection being made, the client experienced significant lifetime cost savings, due to the rationalisation of the Business Processes during the migration process. There were far less training requirements due to the site's being closely involved in the selection process, and an upgrade being selected rather than a system replacement.

While one of the big 5 consultancy firms was employed to oversee the whole selection process, Caski provided the in-depth product and process knowledge that was key to the client being able to make the correct selection. Also, with Caski's proven engineering experience, they were able to more easily interface with on-site personnel, being able to understand their issues and system requirements and more readily translate them into documented system requirements specifications.