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# PROJECT MANAGEMENT CONSULTING SERVICES

Procept consultants have been helping organizations develop and implement project management methodologies based on industry best practices and leading frameworks PMBOK® and PRINCE2, for over 15 years. We come equipped with an extensive library of project management templates and process maps developed over years of experience.

## ADVISORY SERVICES

Project Management Maturity is the level of ability of an organization to consistently achieve “Systematic management of projects, programs, and portfolios in order to achieve an organization’s strategic goals.” (*OPM3 Executive Guide*, PMI)

In past experience with our clients, Project Management Maturity is a project like any other. The key deliverables include: PM Process Model and Guide; PM Software; PM Procedures; Forms and Tools; and PM Training. We offer different consulting packages depending on the maturity of your organization and the scope required.

### PM PROCESS MAP

This package includes developing a methodology displayed as a single-sheet “Project Management Process Map”, with six key accompanying templates:

- Project Charter
- Project Plan
- Status Report
- Issues Log
- Change Management Logs
- Lessons Learned Reports

The major part of the process map development is done in facilitated sessions with your staff. We can offer a PM Lite version of this package which includes the process map but no templates.

This package starts at \$5,000.

### PM COMPLETE

This package includes everything in the PM Process Map and up to 12 project management templates (the six mentioned above, plus additional templates as appropriate). In addition, we include a “PM Process Guide” manual with links from the Process Map. This package also includes a training session using our 3-day Project Management Essentials course customized for your organization, for up to 25 participants.

Starting at \$75,000.

## DEVELOP PROJECT MANAGEMENT OFFICE AND REPORTING STRUCTURE

This package includes developing a Project Management Policy and establishing an enterprise wide Project Management Office.

We assume that the organization already has a mature project management methodology and that project management processes are clearly defined.

This package involves:

- Development of a project management policy and governance structure
- Identification of the roles and responsibilities and implementation plan for the PMO
- Identification or selection of the Director of the PMO
- Identification of the HR requirements and modifications to the organizational structure
- Identification of the staffing requirements and related job descriptions
- Conducting gap analysis to determine training requirements

This package starts at \$50,000.

## PROJECT AUDITS

An audit is an independent evaluation of a process, enterprise, or project. Most projects will experience surprises through the full project life for various reasons: change of requirements, change in scope, cost overruns, insufficient planning, cumbersome government approvals, etc. A project or project management process audit can help identify reasons for project stalling or failure or document the results and processes used for a successful project which can be replicated in the future.

Procept’s experienced project auditors can point out potential problems and suggest corrective actions giving the project manager or the sponsor the opportunity for proactive action before project performance degrades. Early detection of problems in projects can help keep costs under control and a project on schedule.

Project audits can be performed in the middle of the project as a regular health check to understand the current state of a project and increase the probability of project success. Alternatively, an audit can be performed on a completed project to document and understand what went wrong (or what went right) for future projects. Procept can also audit project management processes used throughout an organization to identify what works well and what needs improvement.

Depending on the project size and scope of the analysis, the duration of an audit can range from 5 days to several months, with pricing starting at \$10,000.

Procept’s generic methodology for conducting Project Management Audits involves:

### 1. AUDIT PROGRAM PREPARATION

This step involves studying the background information and determining the client’s objectives for the audit.

### 2. INFORMATION GATHERING

This step involves collecting data surrounding the project. The methods of information gathering may include: review of project documents, interviews, focus groups sessions, online questionnaires, etc.

### 3. DATA ANALYSIS AND FINDINGS

We perform analysis on the collected data to identify trends, causal relationships and correlations. The data is summarized discussing the implications, and draws comparison between the actual versus required actions.

### 4. CONCLUSIONS AND RECOMMENDATIONS

We summarize the findings and data analysis, and provide a list of recommended actions for immediate and long term improvements in a draft report, which is reviewed with the client.

### 5. FINAL REPORT

The final report and presentation incorporates management's response to the draft report.

## PROJECT PLANNING SERVICES

### PROJECT PORTFOLIO MANAGEMENT EXPRESS

Portfolio management is a core strategic business process of actively identifying, evaluating, and prioritizing projects, resources and budgets within a global or regional business pipeline. This management action allows for improved harmonization and assessment of competing investments across the organization and to make sound decisions. Once the content of the portfolio is agreed upon, it is key to constantly scrutinize the evolution of individual projects in terms of quality, cost and schedule.

Procept can assist in developing a defined process for project portfolio management. The process consists of identifying potential portfolio "components" (which may be business cases, projects, programs, sub-portfolios), categorizing (e.g. growth, compliance, risk reduction, efficiency, health and safety, sustainability), evaluating (using financial and subjective scoring methods), prioritizing, and evaluating results through the creation of various scenarios to decide which is the most optimal portfolio (for a certain year, business, budget, etc).

This may take four to five days, including an intensive facilitation session with your stakeholders to develop standardized project portfolio management processes.

Priced at \$15,000.

### PROJECT SCHEDULE EXPRESS

A good project schedule starts with a good Work Breakdown Structure. At the lowest level of the Work Breakdown Structure are work packages. The durations and dependencies are determined; then a schedule is built using a facilitated workshop with principal project team members and stakeholders. The strength of this process lies in a reduced likelihood of missing project scope, an improved and realistic schedule, and a greater understanding of the project work among the participants. Each facilitation session is conducted by two consultants, and the results are provided the following day as a Microsoft Project file. One preparation day followed by one facilitated session of 5 to 7 hours for simpler projects, priced at \$5,000.

Longer assignments can include a risk identification and response plan, delivered as a risk register. Longer assignments and larger projects are priced on an individual basis.

Procept consultants are also available on an hourly basis to act as facilitators for your planning session, for requirements,

scope (WBS), schedule, or for risk identification and response.

## COACHING

### PMP® EXCLUSIVE

Appropriate for those preparing for the PMP examination and are largely, but not completely, prepared. This package includes a one-on-one ½-day session (in our Toronto office or virtual outside of GTA) preceded by a self-assessment mock exam, up to 2 hours of telephone coaching, and email support until you write the exam.

Priced at \$1,500.

### TRAINING EXCLUSIVE

Need to upgrade a knowledge or skill, but don't want to attend a traditional course? This one-on-one package can range from a 1-day to a full 6-day session (which can be delivered in shorter modules) conducted in our Toronto office or virtually. You can choose topics from almost any of our listed courses.

Priced at \$200/contact hour.

### CAREER ACCELERATOR

One-on-one coaching for project managers who have already attended our courses or have achieved their PMP, PRINCE2®, Gold Seal, or similar accreditation and want to stimulate their career progress. This is intensive coaching, that can range from one to twelve months, and typically includes:

- Career assessment & goals, a career development plan.
- Review and discussion of your project plans, schedules, risk registers, etc.
- One hour coaching each week, alternating on telephone or Skype and in person.

Priced at \$1,600/month.

# PROJECT MANAGEMENT CONSULTING CASE STUDIES

## PROJECT MANAGEMENT & FINANCIAL AUDITS

*Community and Government Services of a Canadian Territory*

### PROBLEM

Investigate \$3-5 million budget overrun on a large construction project.

### SOLUTION

Audit to identify the courses of project management actions that led to budget overrun. By taking a holistic approach and auditing recent capital projects in all the four regions, we published our findings and recommendations in the Audit Report.

Community and Government Services (CGS) works in partnership with community governments and assists them in building their capacity so that they can meet the needs of their residents. They provide programs and funding that support core municipal operation, infrastructure development, and land development. Support is provided to ensure training for council and municipal employees is available.

Procept was hired to perform a construction project management and a financial audit of an airport project to investigate the courses of project management actions and investigate financial records that resulted in the after-the-fact approximate \$3-5 million budget overrun.

Subsequently, Procept was hired to perform project management and financial audits of each of the four Regional Offices of CGS to examine project management and financial records for recent capital projects and compile a final report on the present project management maturity of CGS.

### APPROACH

The project management audit focused on the:

- Project management process that led to the design that was implemented. This investigation did not address technical issues such as suitability of the design.
- Procurement process that was used to select the design consultant and the construction contractor, including selection of the construction contract type.
- Decision making process by the Government staff.
- Communication process between the project team and key project stakeholders.
- Project control processes (scope, quality, schedule, cost, risk).

The financial audit focused on:

- Reconciliation of contract and contract change orders.
- Reconciliation of payments.
- Determining the current amount due and payable to the contractor.
- Highlighting possible issues for follow up at a later date

The project management and financial audits of the four Regional Offices focused on:

- Identification of project management weaknesses and issues.
- Identification of financial weaknesses and issues.
- Highlighting possible issues for follow up at a later date.
- Completion of separate reports for the project management audits and financial audits for each of the four regional offices.
- Observations and, where possible, the identification of contributing factors to issues identified; and
- Recommendations including any process revisions, procedural changes or training requirements that may be viewed as desirable or necessary.

### RESULTS

The audit findings were outlined in the Audit Report of October 2009. Procept was hired in 2010 to implement the recommendations in the Report.

### CHALLENGES AND CORRECTIVE ACTIONS

The major challenge encountered was gathering of data and interviewing staff involved in the overbudget projects due to the fear of job loss. The corrective action was to establish credibility through the project sponsors that this project was strategic in nature, and was focused on improving organizational performance in the long run, rather than pointing fingers on individuals.



## PROJECT MANAGEMENT AUDIT

*Canadian Municipality*

A Canadian municipality hired Procept to perform a project management audit. Procept provided recommendations on the existing work breakdown structure and the management of work by the prime engineering consultant and sub contractors on a large construction project.

After performing a comprehensive review of the work breakdown structure and completion of the project to date, we

gave advice on how the Municipality might restructure the contract with the prime consultant. We also reviewed the Project Quality Plan and suggested performance metrics which could be used in a revised contract. Following the review, we facilitated a project schedule development workshop for the construction stage of the process.

The scope excluded a review of the work of the prime consultant (except to the extent of some project planning documents such as WBS, schedule, and project quality plan). We did not express an opinion about the contractor's management of the work. We advised the Municipality on what the contract choices might be, facilitated a meeting about contract choices, and did calculation of the weighted scores of those choices based on the Municipality's answers of what was important to them.

Our approach to the project:

- Reviewed existing project documentation
- Interviewed the project stakeholders: The Region (3 persons); Prime Consultant (4 persons); Sub-contractors (6 persons)
- Presentation of the final report

## PM METHODOLOGY CONSULTING & TRAINING

*Williams Gold Mine, Northwest Ontario, Canada*

### PROBLEM

To develop an easy to use Project Management Process for the maintenance department.

### SOLUTION

Developed a Project Management Process Model and Process Guide.

The Hemlo operations consist of the Williams and David Bell mines, located in northwestern Ontario near the town of Marathon. The mines are jointly owned and operated by Teck Cominco and Barrick Gold Corporation. David Bell is an underground mine developed through a 1,160 meter production shaft. The mill is decommissioned and all ore from the David Bell mine is transported to the nearby Williams mill for processing. Williams has both underground operations and open pit mining. The underground mine is accessed by a 1,300 meter production shaft. The open pit lies immediately above and adjacent to the underground mine. Ore from these two sources and the David Bell mine are treated in the Williams mill.

Procept was hired by Williams Gold Mine to develop a Project Management Methodology and provide supporting training.

The project was led by the Williams Mine Project Manager and Procept acted as a project manager advisor and facilitator. Our approach for this project was:

- Initial conversations with the Senior Project Manager and review of the existing project management processes and documents
- Development of a Project Management Methodology based on a methodology from our existing library. The deliverables included:

- Process Map
- Guidelines for use
- Improvements to existing templates and forms
- Linking all three for easy computer access
- Training maintenance staff to use the methodology

## RESULTS

A Project Management Methodology was developed and consisted of a process map, guide and templates. This was provided to the customer in paper and electronic formats, so that the guide and templates were linked. A user could look up a process in the guide, and if any documentation was required to be completed, they would click on the link provided in the guide and the appropriate template would open.



## PROJECT IMPLEMENTATION PLAN

*Infrastructure Ontario*

### PROBLEM

Project Implementation Plan for the Government of Ontario based on Alternate Financing and Procurement model for infrastructure projects exceeding \$80 million.

### CHALLENGE

Developing a generic Project Implementation Plan equally applicable to capital construction projects in hospitals, correctional facilities, courthouses, etc.

### SOLUTION

Project Implementation Plan

Infrastructure Ontario (IO) is a crown corporation playing a leading role in one of the most robust infrastructure development programs in the country. They have been assigned more than 40 major infrastructure projects by the Government of Ontario. To deliver these projects on time and on budget, Infrastructure Ontario uses a model called Alternative Financing and Procurement which leverages the strengths of both the private and public sectors. Infrastructure Ontario is also dedicated to providing project finance solutions and support services to public sector clients and assisting them with the efficient delivery of essential infrastructure projects.

Procept was hired by Infrastructure Ontario to develop portions of a Project Implementation Plan based on the Alternate Financing and Procurement models for province wide hospital and other infrastructure projects exceeding a budget of \$80 million.

The project was led by the Director of PMO, IO. Procept determined the content of each section of the Project Implementation Plan through structured interviews and group discussions with the subject matter experts. Each section was then written to guide institution Project Managers through the process of initiating, planning, implementing and closing a capital construction project. Another project management consulting firm provided project coordination and administration services and Procept provided senior level advisory and consulting services to create the Project Implementation Plan.



## PROJECT MANAGEMENT PROCESS MODEL & PLANNING

*Water and Waste Water Engineering, The Regional Municipality of York*

The Regional Municipality of York is made up of a confederation of nine municipalities: the Towns of Aurora, East Gwillimbury, Georgina, Markham, Newmarket, Richmond Hill, Whitchurch-Stouffville, the Township of King, and the City of Vaughan and covers a geographical area of approximately 1,756 square kilometers. It provides services to over 850,000 residents, 25,000 businesses and 395,000 employees. York Region has a two-tier government structure, with services provided by the Region and local area municipal governments. The Region provides services for its residents and businesses that include transportation services, transit, water, wastewater, emergency services, policing, human services, and growth management.

Procept was hired by the Regional Municipality of York Transportation and Works Department, Water and Wastewater Branch, to provide Project Planning Support Services in support of capital infrastructure projects in accordance with the Project Management Institute (PMI), *Guide to the Project Management Body of Knowledge (PMBOK®)*.

The main deliverables of this project were:

- Development of a Project Management Process Model for use on municipal capital development projects. This is a

checklist, organized by project life cycle phases and consisting of project management tasks, deliverables and quality gates.

- Development of a “template” Work Breakdown Structure.

Our approach for this project was:

- A brief session to identify project stakeholders and their requirements.
- Many one-day facilitation sessions using our “yellow sticky” method to develop the Project CPM network diagram. The “yellow sticky” method is a very simple and effective tool often used by our consultants during planning sessions. The planning team members are asked to put all work packages on yellow “sticky” notes and arrange these on a whiteboard to develop a typical project plan; with the senior consultant facilitating all the sessions.

The Region of York Project Manager led the project and Procept acted as project manager advisors and facilitators. Realizing that the Region’s project managers and their engineering consultants know more about the infrastructure projects to be planned, we approached this assignment as planning facilitators rather than planning itself. It was an integrated team effort between the Region’s Project Manager, engineering consultants, and Procept.



## PROJECT PORTFOLIO MANAGEMENT

*A large Canadian Producer of a prime natural resource.*

### PROBLEM

Lack of a defined process for Project Portfolio Management.

### SOLUTION

Develop a PPM process.

Procept Associates Ltd. was hired by a large Canadian producer of a prime natural resource to assist in developing a defined process for project portfolio management. The process consisted of: identifying potential portfolio “components” (which may be business cases, projects, programs, sub-portfolios), categorizing them (e.g., growth, compliance, risk reduction, efficiency, health and safety, sustaining), evaluating (using financial and subjective scoring methods), prioritizing,

and looking at portfolio balance, in preparation for Executive Management authorizing funds.

The scope of the assignment was to assist in developing the Project Portfolio Management Process, by facilitating meetings, suggesting approaches, and by authoring portions of a resulting document. The company created its own process with our assistance—the process was not “imposed” from an outside consultant. Procept’s work was consistent with *The Standard for Portfolio Management*, PMI 2006.

Our approach for this project was:

- Research other companies’ practices and review the company’s internal documents.
- Meeting with the Project Manager to create an early draft of the Project Portfolio Management process.
- Facilitation of meetings to get agreement on the high-level process roles, followed by the categories, and the scoring methods.
- Facilitation of meetings as part of working through the process of building a prioritized portfolio in preparation for the capital budget for next year in order to solve any controversy about scoring and recording methods, or to update high-level process.
- Review of the final Project Portfolio Management Process.

## PROJECT MANAGEMENT METHODOLOGY CONSULTING

*Canadian Nuclear Generating Plant*

### PROBLEM

Many independent procedures.

### CHALLENGE

One process to integrate project management.

### SOLUTION

Developed a best practice Project Management Process Model.

A large Canadian Nuclear Generating Plant, which generates approximately 4,700 MW of electricity, was facing the problem of having many independent procedures. Procept was hired to develop a best practice Project Management Process Model, and easy-to-use supporting Project Management Guideline.

We used a phased approach to help the nuclear generating plant with its Project Management Methodology and developed:

#### PHASE 1: PM PROCESS MODEL

Procept put together a checklist organized by project life cycle phases and consisting of project management tasks, deliverables, and quality gates.

#### PHASE 2: PM PROCESS GUIDE

The Generating Plant already had many procedures, but needed a guide to lead project managers through the process. The Guide describes each step in the process, who is responsible,

when it should be done, and what procedure and forms are applicable. It also identified quality gates in the process to clarify approvals and identify go/no go points.



## PROJECT MANAGEMENT BENCHMARKING

*Canadian Electric Utility*

### PROBLEM

Evaluate project management and project portfolio management processes and actual practices, and to make recommendations.

### SOLUTION

A formal benchmarking exercise against the industry best practices.

We were hired by a large Canadian electrical utility to perform a formal benchmarking of their project management and project portfolio management practices.

Our approach for this project was:

#### PHASE 1: PLANNING

This phase involved identification of “reputation leaders” to become benchmarking partners, and a detailed project execution plan with schedule and estimate.

#### PHASE 2: ASSESSMENT TOOLS PREPARATION

In this phase, we prepared a list of survey questions and qualitative assessment tools for project management and portfolio management practices.

#### PHASE 3: DATA GATHERING

In this phase, qualitative tools were used by the benchmarking partners to establish the best practices in the industry, and by our client to measure their performance against these best practices.

#### PHASE 4: FINDINGS AND RECOMMENDATIONS

The last phase involves statistical analysis of the data and the presentation of subjective recommendations based on results.

# BUSINESS ANALYSIS CONSULTING SERVICES

Business analysis is the discipline of identifying business needs and determining solutions to business issues, questions, opportunities, and/or problems. It consists of enterprise analysis, requirements planning and management, requirements elicitation, requirements analysis and documentation, requirements communication, and solution assessment and validation.

Procept consultants partner with you to identify and analyze your business problems and opportunities, review and document business processes, gather, document and analyze requirements, assess and select solutions to these problems, and support project implementations.

## ADVISORY SERVICES

### BA CENTRE OF EXCELLENCE/METHODOLOGY

This package includes developing high level methodologies and templates for:

- Problem investigation
- Business case development
- Process documentation
- Requirements elicitation and documentation

The major part of the methodology development is done in facilitated sessions with your staff. Each area above typically requires three days plus an additional three days for preparing and finalizing our report (15 days total).

The above sections can also be substituted by other areas of greater concern for an increased ROI on the project.

The deliverables for this work are high-level processes and templates that can be used to perform essential aspects of business analysis work.

This package starts at \$30,000.

### BUSINESS ANALYSIS MATURITY ASSESSMENT

This package entails assessing the maturity of an organization's business analysis practice including its organizational structure, processes, technology, as well as assessing the practice's overall effectiveness to the organization. We also identify high level goals that the business analysis practice should work towards attaining.

We use Capability Maturity Model Integration (CMMI) of the Software Engineering Institute of Carnegie Mellon University and best practice frameworks such as the *Business Analysis Body of Knowledge*® (BABoK®) from the International Institute of Business Analysis (IIBA®).

The duration is typically two weeks with a maturity assessment report as the main deliverable from the assignment.

This package starts at \$20,000.

## PLANNING SERVICES

### PREPARATION OF A COMPELLING BUSINESS CASE

We work with you to prepare a compelling business case using the approach documented below:

- Determine the business problem or enhancement opportunity.
- Complete problem analysis.
- Identify the viable solutions.
- Evaluate each solution and recommend an optimal solution.
- Document the outcome of these steps above using an appropriate template.
- Present the information to management for consideration and approval.

We ensure that our recommended solution addresses the business problem and is cost justifiable. We also validate other associated benefits from implementing our recommendation including compliance, litigation, support for the current and future technologies, and improvement of productivity.

This package starts at \$50,000.

### BUSINESS PROCESS TRANSFORMATION

Procept's business analysts help organizations document and reengineer business processes to align with the business goals and/or current legislation and relevant policy contexts. We also improve the organization's effectiveness and efficiency in serving its clients—both internal and external. The reengineered processes we create provide complete ownership to the staff and management and support a continuous improvement framework.

We use a variety of tools to gather data to map the current AS IS process—review of business and/or IT strategy documents, meeting minutes, process templates, etc; one-on-one interviews; facilitated workshops; and focus groups. We look to identify the root cause of performance issues and pay special attention to relationships between policies, processes, procedures, current performance indicators, and metrics.

The future TO BE processes are drafted after conducting comprehensive analysis of the current process maps and researching industry best practices from similar and different industries. Through facilitated workshops, we present the draft TO BE processes to the management for discussion and finalization.

Once the TO BE processes have been finalized, we conduct gap analysis and provide an implementation plan.

Deliverables of this service include:

- Current process map with AS IS processes
- Future process map with TO BE processes
- Gap analysis report
- An implementation road map

This package starts at \$75,000.

## **REQUIREMENTS ELICITATION AND DOCUMENTATION, RFP PREPARATION AND SYSTEMS SELECTION**

This package entails working with you to elicit requirements for an IT initiative such as the implementation of an enterprise resource planning system. We use various techniques for eliciting requirements from the stakeholders involved in the initiative. We document the requirements using a variety of techniques including use case diagram, data flow diagram, activity diagram, process flowchart, entity relationship diagram, etc as appropriate.

We can assist your team in creating a request for proposal (RFP) document and help evaluate responses from Vendors/ Solution Providers.

The price is dependent on the scope and complexity of the project.

## **PROJECT IMPLEMENTATION SUPPORT**

Once a solution has been selected, we are able to provide specific resources to support project implementation from start to completion.

Our consultant typically reports to your project manager and they can guide the work the consultant performs on a daily basis.

## **COACHING**

### **CBAP® EXCLUSIVE**

Appropriate for those preparing for the CBAP® examination and are largely but not completely prepared. This package includes a one-on-one ½ day session (in our Toronto office or virtual outside of GTA) preceded by a self-assessment mock exam, up to 2 hours of telephone coaching, and email support until you write the exam.

Priced at \$1,500.

### **TRAINING EXCLUSIVE**

Need to upgrade a knowledge or skill, but don't want to attend a traditional course? This one-on-one package can range from a 1-day to a full 6-day session (which can be delivered in shorter modules) conducted in our Toronto office or virtually. You can choose topics from almost any of our listed courses.

Priced at \$200/contact hour.

### **CAREER ACCELERATOR**

One-on-one coaching for business analysts who have already attended our courses or have achieved their CBAP® certification or similar accreditation and want to stimulate their career progress. This is intensive coaching, that can range from one to twelve months, and typically includes:

- Career assessment & goals, a career development plan.
- Review and discussion of your project plans, schedules, risk registers, etc.
- One hour coaching each week, alternating on telephone or Skype and in person.

Priced at \$1,600/month.

# BUSINESS ANALYSIS CONSULTING CASE STUDIES

## BUSINESS ANALYSIS CONSULTING

*Ontario Teachers Insurance Plan*

### PROBLEM

Lead a team of developers in a critical time sensitive project.

### SOLUTION

A full Business Analyst provided as a mentor and a coach.

Procept was hired by OTIP to provide a full-time Senior Business Analyst as a mentor and coach and lead their team of developers in a critical time sensitive project.

The IT group of OTIP (mainly comprised of developers) who had traditionally been involved with small development projects. As the size and scope of the projects increased over the years, the IT group needed to transition from an in-house development team to integrators, managing requirements and projects with external teams.

Procept provided a full-time Senior Business Analyst to coach and lead the developers in a critical time sensitive enterprise migration project. The project involved gathering business and functional requirements, liaising with internal and external clients, creating test cases and testing plans, creating standardized BA templates, and enterprise and strategic analysis.

As part of the project, we also created a customized business analysis training program to enable the team of IT developers to expand their skill set and take on new roles as Business Systems Analysts and Business Analysts.

## BUSINESS PROCESS REDESIGN

*Telecommunication Infrastructure*

Procept was hired by a large telecommunications infrastructure development company to review and prepare new business processes to support Finance and Supply Departments, and assess the suitability of current SunSystems Financial and Accounting system. The deliverables of the project were:

- Project Plan
- AS IS processes–Data Flow Diagrams; Use Cases; Entity Relationship Diagrams
- TO BE processes–Data Flow Diagrams; Use Cases; Entity Relationship Diagrams
- Organizational Structures including roles and responsibilities
- Procedures to support new processes
- Project completion report

Our approach for the project was:

### PHASE 1: PLANNING

This phase involved creating a comprehensive project management plan after meeting with the key stakeholders.

### PHASE 2: REVIEW OF CURRENT (AS IS) PROCESSES

In this phase our consultants interviewed finance and supply staff to document AS IS processes. We also observed the staff while performing their routine work and used this to validate the documented processes. The AS IS processes included: Data Flow Diagrams; Use Cases; and Entity Relationship Diagrams.

### PHASE 3: DOCUMENT FUTURE (TO BE) PROCESSES

In this phase we analyzed the AS IS processes to identify improvement opportunities and conducted research of the best practice finance and supply department processes in the industry. Based on the above analysis and research we prepared the TO BE processes. We also facilitated process redesign sessions with cross-functional teams from finance and supply departments. After approval of TO BE processes, we documented and analyzed the business requirements for TO BE processes and mapped business requirements to application functionality.

### PHASE 4: IMPLEMENT TO BE PROCESSES

In this phase we identified gaps between TO BE processes and application functionality and recommended solutions to identified gaps. We assessed the current organizational structure based on the TO BE processes, and created a new finance and supply organizational structure. This involved matching the current staff to new job roles and made recommendations for the company's HR Department to recruit into vacancies and to conduct exit counselling.

Following this, we developed procedures to support the implementation of the TO BE processes using the SunSystems Financial and Accounting system. We also provided one month post implementation support.



## BUSINESS REVIEW & ORGANIZATION DESIGN FOR ACQUISITION

*Delisys Delivery Systems Inc. (now part of the Sofgen Group)*

### PROBLEM

To prepare an IT company for acquisition.

### SOLUTION

Performed a comprehensive review of the company's business strategy, products and services, organizational structure, financial statement, and valuation.

The objective of this engagement was to prepare Delisys Delivery Systems Inc. based in Brampton, Ontario, Canada for acquisition by the Sofgen Group.

The engagement involved review of the company's business strategy, products and services, and organizational structure (including the preparation of job descriptions for existing employees in Canada and Africa). It also included a review of the company's financial statements and its valuation.

An initial meeting was held with the Project Sponsor, the CEO of Delisys, to clarify project objectives, scope, and deliverables. This was followed by a review of the company's business strategy including its products and services, key markets and customers, major competitors, financials, and organizational structure. Direct reports of the CEO were interviewed to better understand their roles and contributions to the company's bottom line.

Following from above, several meetings were held to review different aspects of the business strategy. A new organizational structure was designed and included creation of new position descriptions. Several approaches for company valuation were proposed based on the results of the above analysis.

The deliverables from this assignment prepared the company for acquisition by Sofgen Group, with Sofgen Africa becoming the latest addition into the Sofgen Group.

## BUSINESS PROCESS DOCUMENTATION

*A Provincial Gaming and Lottery Crown Corporation*

The Corporate Training and eLearning (CTE) Department of the HR Division of the Crown Corporation hired Procept to gather, document, and present the Department's current processes to their team.

The primary objective of the assignment was to establish a structured approach for other departments within the corporation to access CTEs services. In addition, this will also enable everyone within CTE to have a common understanding of the department's customers, services and processes.

The scope of the assignment was to work with CTE key stakeholders to gather data regarding CTE's existing operations; prepare a process map of the existing processes; devise a prioritization tool for projects; and to facilitate a short session with the learning team to discuss the mapped

process and prioritization tool, and possible best practices to be adopted.

The deliverables for this project included:

- Current Process Map
- Project Prioritization Tool
- Presentation of the outcome to the learning team.

Our approach for the project was:

- Through telephone conversation, we validated objectives and scope, discussed current processes, and agreed deliverables
- Prepared presentation slides and templates to gather data for the process mapping exercise
- Conducted a data gathering workshop to introduce templates needed to be completed for the process mapping exercise
- Received and reviewed completed templates with the CTE team
- Created a process map and Prioritization Tool
- Facilitated a short session of the mapped processes and Prioritization Tool
- Submitted a final report



# IT SERVICE MANAGEMENT CONSULTING SERVICES

IT Service Management (ITSM) is a discipline for managing information technology (IT) systems in terms of the customer's perspective of IT's contribution to the business. In the simplest terms, ITSM is the management of IT services to meet customer requirements. The three major objectives for ITSM are:

- Integrating services with the current and future needs of the business and its customers
- Improving the quality of the services delivered
- Reducing the long-term cost of service provision

ITIL® (Information Technology Infrastructure Library) is the de-facto best practice international standard framework for the design, development and delivery of IT services to internal and external customers and users.

Procept helps organizations design, develop and transform IT Organizations to better deliver shareholder value and enhance client capabilities for a transformed information systems organization.

## ADVISORY SERVICES

### JUSTIFYING ITIL® TO BUSINESS EXECUTIVES

Information Technology has become a critical factor for corporate success, not only for e-business and e-commerce companies, but for private and public enterprises in all sectors. The heavy investments needed to install, operate and manage a complex IT infrastructure have become a serious issue. IT service providers are facing tight constraints with respect to human resources and budgets.

The challenges to the timely provision of high quality IT services required to underpin a company's business objectives can be overcome through the implementation of de-facto best practice framework for managing IT services - the Information Technology Infrastructure Library. ITIL® provides support for Ontario Bill 198 and Sarbanes-Oxley requirements.

This 5-day consulting assignment has a two-prong approach. First we undertake a high level audit of the IT function in your organization, identify current inefficiencies in operations, and assess the impact of these inefficiencies on the company's business objectives. We then incorporate the outcome of the audit into a customized service management workshop to both business and IT management. One of the outcomes of the workshop is a framework for a Business Case which can be developed to assist in future decision making.

Starting at \$10,000.

### INFORMATION TECHNOLOGY AUDIT

An information technology (IT) audit, or information systems audit, is an examination of the management controls within an IT environment or organization. The evaluation of obtained evidence determines whether the information systems are safeguarding assets, maintaining data integrity, and operating effectively to achieve the organization's goals and/or objectives.

This is conducted under three broad categories:

- General systems audit
- Post implementation audit
- Benefit realization program/audit

### General Systems Audit

Systems and Applications: We verify that systems and applications are effective, efficient, and adequately controlled to ensure valid, reliable, timely, and secure input; processing; and output. We also ensure that these are in support of the company's business goals or objectives.

Starting at \$10,000.

Information Processing Facilities: We verify that the processing facility is controlled to ensure timely, accurate, and efficient processing of applications under normal and potentially disruptive conditions.

Starting at \$7,500.

Systems Development: We verify that the systems under development meet the goals and objectives of the organization, and will validate that systems are developed in accordance with generally accepted standards for systems development.

Starting at \$7,500.

Client/Server, Telecommunications, Intranets, and Extranets: We verify that telecommunications controls are in place on the client (computer receiving services) server and on the network connecting the clients and servers.

Starting at \$7,500.

### Post Implementation Audit

This is a formal review of project documentation to verify that the company's project management methodology was followed, including validating inputs, activities, outputs and tools and techniques; that project acceptance criteria were met before going live, and project objectives were indeed achieved; and finally that customers and project sponsors were satisfied with project results.

Starting at \$10,000.

### Benefit Realization Program/Audit

The norm these days is for organizations to initiate a project after the approval of a formal business case. However, benefits associated with a project may not be realized for several months after going live, by which time the company has closed the project and may not revisit the business case to confirm that the project indeed delivers the intended benefits.

This service helps companies establish a benefit realization program that could be managed along-side the project management framework during Project Initiation. We will then work with the project team to ensure that the benefits in the business case would still be feasible even after going live.

This is billed monthly starting at \$8,000.

We can also help audit an existing implementation to verify that the company indeed achieved the intended benefit as contained in the business case.

Starting at \$20,000.

### **TRANSFORMING THE IT ORGANIZATION**

We verify that IT management has developed an organizational structure, processes, and procedures to ensure a controlled and efficient environment for information systems delivery.

We start by understanding customer/user perception of the IT organization through a customer satisfaction survey/questionnaire. We then review the company's information systems strategy (where one exists), and assess whether the existing organization structure will meet the needs of the information systems organization or not. If not, we work with IT management to create a new organization structure, including roles and responsibilities. We match existing job holders to the new organization structure, create a development plan to support each job holder, and/or prepare a recommendation report as to the suitability of each job holder in the new information systems organization.

We update existing or create new high-level processes and procedures to support the new organization structure. We then conduct two more customer/user satisfaction surveys; the first six months after the implementation of the new organization structure, and the second after 12 months. We then submit our final report that indicate the value of the restructuring exercise.

Starting at \$50,000.

### **IT SERVICE MANAGEMENT PROCESS DESIGN AND IMPLEMENTATION**

This is provided in three broad categories:

- Auditing existing IT service management practice.
- Designing a service management practice.
- Supporting the implementation of a service management practice.

Each of these is described below:

#### **AUDITING EXISTING IT SERVICE MANAGEMENT PRACTICE**

A typical service management maturity assessment project involves a meeting with the Sponsor and study of any existing IT management documentation. Following the document review, we interview key staff and observe current operations. The audit results that are presented to management include:

- Desired level of IT process maturity based on business objectives,
- The current level of maturity of IT processes,
- Gaps between the current and desired maturity levels.
- Improvement opportunities based on, and prioritized by, the level of conformance and business requirements.

The Process Maturity Framework (PMF) forms the basis of measuring process maturity levels. It is a process capability maturity model which aids in the definition and understanding of an organization's current processes and helps to define

targets for improvement. It is important to understand that process maturity has both breadth (how widely is it applied in the organization) and depth (how complete the process is); and thus each level is assessed at five dimensions: Vision & Steering, People, Process, Technology, and Culture.

Starting at \$20,000.

### **DESIGNING A SERVICE MANAGEMENT PRACTICE**

This service entails the design of a service management practice for the information systems organization. Practice areas of focus include:

- Creation of service catalog and agreements.
- Design of new or changed services.
- Development of new or changed services.
- Operational support for delivering IT services.
- Support for continual service improvement.

#### **Creation of Service Catalog and Agreements**

Imagine trying to run a restaurant business without a comprehensive detailed view of the company's menu, referred to as products and services. It would be difficult to know what the chef in the kitchen is able to prepare to meet customer's needs, and also equally difficult to know the elements and support resources needed to prepare a product.

In this 10-day consulting assignment, we work with selected IT management and customer groups to identify and define common IT services currently consumed by customers/users, establish customers' service level requirements and outcomes, and determine resources and timelines needed to fulfill those needs by internal support groups and external suppliers. The deliverables from this engagement are high level and include:

- Service Catalog
- Corporate Service Level Agreement
- Operational Level Agreements and Underpinning Contracts for Service Desk
- Desktop Support
- Network
- Servers and Office Productivity Software

Starting at \$20,000.

#### **Design of New or Changed Services**

We work with IT management, specifically IT architects to determine, document, and validate essential elements of creating a new service or amending an existing service.

Specifically, we use the contents of supporting agreements (operational level agreements and underpinning contracts) to identify and document:

- Service management tools required to support the service.
- Application and technology infrastructure required to support the service.
- Processes required to design, develop, operate and improve the services.
- Metrics and measurement systems needed to confirm if the service is effective and efficient.

The deliverables include: an organization that will oversee the design of new or changed services; the processes and

procedures for performing the design work, and templates that will be used to perform the function. This assignment excludes implementation of the documentations created.

Starting at \$30,000.

### **Development of New or Changed Services**

This entails preparing processes for:

- Transition planning and support
- Change management
- Service Asset and Configuration Management
- Release and Deployment

In addition, we work with you to identify what is required to establish an environment for building and testing services/systems, as well as for establishing a Definitive Media Library.

We also design an organization structure that will oversee and maintain the above Service Transition activities.

Starting at \$30,000.

### **Operational Support For Delivering IT Services**

This entails preparing processes for:

- Event management
- Incident and service request management
- Problem management
- Access management

We work with you to design an organization structure that will oversee and maintain the above Service Operation activities.

Starting at \$30,000.

### **Establishing A Support Organization To Support Delivery Of IT Services**

This entails preparing a process for identifying and implementing improvements, as well as designing an organization structure for maintaining and overseeing the continual improvement activities.

Starting at \$15,000.

Complete package starting at \$100,000.

### **SUPPORT THE ESTABLISHMENT OF A SERVICE MANAGEMENT PRACTICE**

This entails providing subject matter expertise in the implementation of the designed service management practice.

Specifically, we participate in developing project management plans, executing the plans, monitoring and controlling the results, and closing each practice area.

We can either act as a Project Manager, or as a Subject Matter Expert. As a project manager, we are full-time on the project, but as an SME, we may spend one day per week on the project.

### **BUSINESS CONTINUITY PLANNING (INCLUDES DISASTER RECOVERY PLANNING)**

Business Continuity Planning is the process of developing, maintaining and implementing continuity procedures to prevent, respond, recover and restore business operations

within agreed business timeframes after an extended disruption to business operations, from natural, man-made or technology hazards.

Service Features:

1. **Initiate Business Continuity:** We work with the company's management to establish a Business Continuity Policy for the organization, define BCP Objectives, Scope, Sponsor, Project Manager, other project staff, project deliverables, initial risks, with a common definition of "disaster". It includes training of the Core Project Team in Business Continuity Planning methodology to be adopted throughout the project.

**Plan Business Continuity Management:** We create of a scope statement, work breakdown structure, project schedule, cost baseline, and the following plans—Change and Risk Management, Quality Management, Human Resource Management, Communications, Organizational Change plan, and Procurement Management.

2. **Conduct Business Impact Analysis:** Working with business unit representatives, we identify critical business processes and services, and determine the impact on the business of a loss of service. Business Impact Analysis reports include business criticality timescales, interdependencies, recovery time objectives and recovery point objectives.

3. **Perform Risk Assessment:** We identify and analyze risks associated with the company's critical business processes and services, business functions and facilities, determine risk reduction measures, and provide cost-benefit analyses to justify the implementation of the risk reduction measures.

4. **Determine Business Continuity Strategies:** This entails determining and guiding the selection of Recovery Options/Strategies to recover critical business processes and services within recovery time objectives, including maintaining the company's critical functions and facilities.

5. **Develop Business Continuity Plans:** The design and development of plans to provide continuity of business operations, using selected Continuity Strategies to restore critical processes within recovery priorities.

6. **Prepare to Execute:** This step ensures that the organization is ready to respond to emergencies by hiring, training, or otherwise acquiring the necessary skills and knowledge and by testing all planning documents. This would include establishment of supplier contracts and Emergency Operations Centres as needed and also entails testing and exercising Business Continuity Plans, evaluating results, and re-testing and re-exercising the plans as appropriate.

7. **Institute Training and Awareness Program:** Training ensures that Recovery teams are able to execute their responsibilities safely and with the proper level of skill. Awareness keeps the whole organization familiar with general responsibilities, on-going Continuity exercises, and how Continuity planning impacts their area of the business.

8. **Maintain, Exercise, and Review:** These activities include preparing and implementing procedures for plan review and

updates, executing training, awareness, testing and exercising schedules, and using Change Management to ensure that plans reflect changed conditions.

Starting at \$75,000.

## **COACHING**

### **TRAINING EXCLUSIVE**

Need to upgrade a knowledge or skill, but don't want to attend a traditional course? This one-on-one package can range from a 1-day to a full 6-day session (which can be delivered in shorter modules) conducted in our Toronto office or virtually. You can choose topics from almost any of our listed courses.

Priced at \$200/contact hour.

### **CAREER ACCELERATOR**

One-on-one coaching for ITIL® practitioners who have already attended our courses or have achieved their ITIL® certification or similar accreditation and want to stimulate their career progress. This is intensive coaching, that can range from one to twelve months, and typically includes:

- Career assessment & goals, a career development plan.
- Review and discussion of your project plans, schedules, risk registers, etc.
- One hour coaching each week, alternating on telephone or video and in person.

Priced at \$1,600/month.

# IT SERVICE MANAGEMENT CONSULTING CASE STUDIES

## INFORMATION SYSTEMS ASSESSMENT

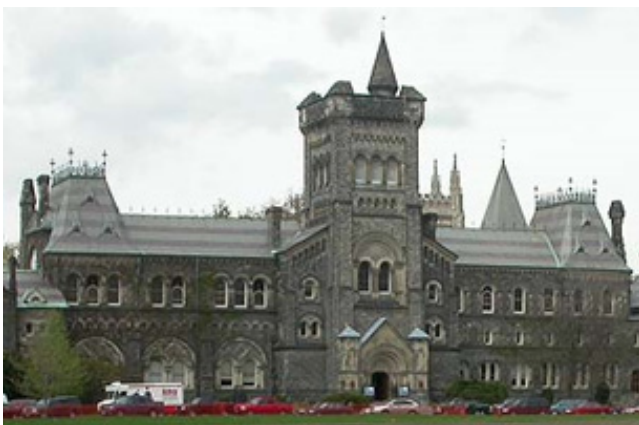
*Faculty of Law, University of Toronto  
Faculty of Dentistry, University of Toronto  
Hart House, University of Toronto*

Procept was hired by the Faculty of Law, University of Toronto to undertake a general needs assessment regarding IT technical support for the Faculty (including students, staff and faculty, as well as visitors). The Faculty wanted recommendations on its technical support requirements for timely and cost-effective methods to improve e-mail and remote access; optimal organization structure of the Information & Communications Technology (ICT) staff; and the extent to which ICT support functions should be performed within the Faculty of Law versus the University or independent contractors.

Our approach to the project was:

- Reviewed the Faculty's operations and role in the University's overall strategy. In addition, understanding Faculty's present IT strategy, IT organization and management, short and long term goals, and its organizational structure.
- Measured the effectiveness of the current IT services with the needs of the Faculty and identified gaps.
- Determined the requirements for migration of the current messaging system to MS Exchange Server.
- Designed the ICT organization structure based on the identified gaps and requirements.
- Following the above, we created a new organizational structure.
- Created a final recommendation report and high level implementation plan.

After the successful completion of this assessment, Procept was hired to conduct similar assessments for the Faculty of Dentistry and Hart House.



## ITIL SERVICE MANAGEMENT PROCESS DESIGN

*A major telecommunications company*

As part of a quest to improve the quality of service delivery, Procept was hired to establish a Service Desk Function and design service support processes including incident

management, problem management, change management, and configuration management processes. The engagement also included delivering several training sessions.

Our approach for the project was:

- Established vision, mission, and objectives for the service management implementation and prepared a formal project plan.
- Designed and conducted several one-day ITIL service management awareness sessions for several stakeholders and ITILV3 Foundation training with certification for the IS department.
- Through several meeting with unit heads of the IS department, we established the scope and objectives of a Service Desk Function and requirements for a Centralized Service Desk Function. The primary deliverables included service desk organization structure, specification document, and high level procedures.
- Conducted several workshops with key IS staff to review incident, change, and configuration management processes. We then prepared high level process flowcharts and identified requirements for process implementation.
- Following from the above, three service management software tools were evaluated against the functional requirements specifications, cost, and support capabilities. One tool was recommended for a more detailed proof of concept.

## SERVICE LEVEL MANAGEMENT PROCESS ASSESSMENT

*A major telecommunications company*

The Service Level Management team of the information systems department had started to implement a service level management process. They wanted the opinion of an external consultant of the quality and effectiveness of work done to date and what could be done to address shortcomings.

Our approach for the project was:

- Presented an overview of the service level management process and our plan for the assessment.
- Obtained and reviewed documentation to date and identified shortcomings. Documents reviewed included service catalogue, service level agreements, operational level agreements, underpinning contracts, service level achievement reports, and service review meeting minutes.
- Conducted a customer satisfaction survey to determine the overall perception of IT service provisioning and to identify opportunities that could be addressed.
- Prepared a comprehensive report including a high level road map for addressing the short comings and introducing new IT services that would help users achieve their objectives.

**Project Management**

**Business Analysis**

**Information Technology Service Management**

Precision meets Expertise.

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