Audit of Common Information Management System CIMS) Development Project Management (Action Plans) Responses

Overview			
The eCIMS team is pleased with the results of this audit. They reflect the hard work of the members of the eCIMS Project team and the eCIMS Project Steering Committee. The lifecycle management of information in all its formats is a process that will help the councils build on the knowledge they have created through their employees' contributions through the years. We would like to thank the auditor for his co-operation and assistance.			
Audit Recommendation	**Management Response**	**Responsibility**	**Due Date**
Governance and Accountability; Change Management It is recommended that:			

1. The Councils' Management Committees should establish a joint NSERC and SSHRC eCIMS Governance Committee, comprising senior management, to provide strategic direction and oversight for the eCIMS development by:
  a. Demanding and receiving proper accountability reporting on the delivery of the eCIMS commitments and the use of resources allocated to them.
  b. Taking the lead in the development and implementation of a change management strategy for the eCIMS.
  c. Reporting periodically on the project's progress to the Management Committees.
	We acknowledge that appropriate and rigorous project management is extremely important to ensure the correct use of resources. However, senior management's capacity to provide more corporate oversight in addition to its present workload must also be considered.
	
	Consequently, we shall implement the following alternative to the recommendation for providing appropriate governance and accountability for eCIMS:
	
	1. The eCIMS Project Authority shall report to the SSHRC ESD Steering Committee and the NSERC eBusiness Steering Committee on the development periodically and at major milestones. These Steering
		SSHRC and NSERC Management Committees, ESD Steering Committee, eBusiness Steering Committee, eCIMS Project Authority	Implemented

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	Committees will also oversee the development and implementation of a change management strategy for the eCIMS. 2. The Councils' Management Committees shall provide strategic direction and oversight for the eCIMS development. The eCIMS Project Authority shall report to the Management Committees biannually on the progress of the development against the plan and alert the Committees to variations in the expected deliverables and cost and time schedules.	

Audit Recommendation	Management Response	Responsibility	Due Date
Improper Scope; Unsatisfied User Needs; Cost and Time Overruns; It is recommended that:			
2. The eCIMS Project Manager should estimate the cumulative costs and elapsed time for all major milestones, including the pilot and the additional development that will be required subsequently to implement the system across both Councils. The costs should address both the development and the maintenance of the system (life-cycle costs).	We agree with this recommendation. The eCIMS project manager has already begun to provide overall project cost information to the eCIMS Project Steering Committee.	eCIMS Project Manager	Implemented
3. The eCIMS Project Authority should report formally to the joint NSERC and SSHRC eCIMS Governance Committee on the progress of the development against the plan and alert the Committee to variations in the expected deliverables and cost and time schedules. The reporting should occur periodically and at major milestones in the project.	We agree with this recommendation. The eCIMS Project Steering Committee meetings are fully minuted and these minutes shall be presented to senior management for perusal, comment and questions.	eCIMS Project Authority	Implemented

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4.	The joint NSERC and SSHRC eCIMS Governance Committee should consider the cumulative actual costs and elapsed time, and the life-cycle costs in making decisions on the project.	We agree with this recommendation. The eCIMS project manager has already begun to provide overall project cost information to the eCIMS Project Steering Committee. It should be noted that costs are $140 K per annum (approximately).	eCIMS Project Steering Committee	Implemented

Audit Recommendation	Management Response	Responsibility	Due Date
User Involvement in COTS and in the Limited Implementation Pilot It is recommended that:			
5. The eCIMS Project Manager should involve a cross-section of the potential user community, including the program areas, from the start of the pilot so that users get to feel and be a part of the process.	We agree with this recommendation. Users will be involved in two ways. The first step in user involvement is the informing of users about the system, the scope of the project and possible impacts on their work. The second step in user involvement is the configuration of the filing system to be used by their units. This process includes a review of existing files, the creation of new files, the setting of rights for users in terms of access to, creation and changing of electronic information objects. This will allow IM to send users lists of files that will ease their filing workload and stimulate user buy-in and system use.	eCIMS Project Manager	Step 1: March 2005 Step 2: 45 days prior to roll-out for each user group, as scheduled by the eCIMS Project Team
6. The eCIMS Project Manager should establish and communicate the users' roles and responsibilities in defining, testing, and accepting the system's functional and control requirements.	This is an excellent recommendation. The ongoing LIPP has shown that robust communications of user's roles and responsibilities enhances their contribution of information objects in eCIMS. These	eCIMS Project Manager	Throughout implementation

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	communications will be refined for the rollout. The requirements for system functionality were determined before the purchase of the system. The purchase of the system constituted acceptance of the functional and control requirements. These were not changeable for this COTS software.		
Audit Recommendation	**Management Response**	**Responsibility**	**Due Date**
SDM and COTS; SDM and the Limited Implementation Pilot It is recommended that:			
7. To ensure that ISD guides the efforts of the development team and helps to make sure that all phases of the project are performed consistently according to accepted standards, the eCIMS Project Manager should formally engage ISD's expertise in employing an appropriate system development methodology to guide the development, implementation, and maintenance of eCIMS, including the limited implementation pilot.	We will continue to partner with ISD on technical issues for the duration of this project. A system deployment methodology (SDM) has been developed and is currently being perused and discussed by the eCIMS Steering Committee. It should be noted that eCIMS is COTS software and so the system has been developed prior to purchase.	eCIMS Project Manager	Implemented

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