IMPLEMENTATION STRATEGY GUIDE

Every organization or program is unique. Each has its own combination of personnel, money, machines, materials, and methods. Not only are the individual organization or program components different, the degree of evolution of the combinations within each is different at different points in time. This uniqueness makes it necessary for an organization or program to develop flexibly through a systematic evaluation of the internal and external environment of the organization or program and in terms of its own unique requirements. An organized process for getting things done will result in a sound implementation strategy.

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1. **Choosing the implementation team**

    - **represent major functional areas**
    - **good judgement requires experience and expertise**
    - **reports directly to top line management**
    - **managers should avoid direct involvement to control biases**

2. **Use the management process approach to set goals and objectives**

    - **participation by those who must help reach objectives**
    - **perform a gap analysis**
    - **long range objectives first followed by near term action targets**

3. **Establish the requirements**

    - **define the operations and key/critical decision points**
    - **overall organizational/program information scope**
    - **use the process information approach to ensure applicable data and information availability to support decision making**
    - **using the information flow network concept, establish the time frame for information capture, processing, distribution**
    - **specify feedback channels**
    - **establish document preparation/control to address new administrative and operational needs**
    - **evaluate budget impact of new program and organization**

4. **Execute a planning and scheduling function for project control to identify implementation targets, schedules, and costs**

    - **modular approach-information team both a catalyst and change agent**

- **begin development of work packages early in the project management process to establish accountability and responsibility**

5. **Analyze the existing performance and management processes**

   - **analysis of the work breakdown structure**
   - **functional aspects of the management systems**

6. **Develop the operating specifications**

   - **process approach**
   - **operating infrastructure**

7. **Design the improvements**

   - **use results of step 5 for general implementation steps**
   - **address maintainability of processes, compatibility, and expandability of operations**
   - **relate performance standards to quantitative measurements**
   - **relate controls to the new organization/program structure**
   - **specify timing for all elements (origination, interaction, process)**

8. **Identify and specify new features and functions**

   - **new equipment (hardware/software included)**
   - **identify equipment characteristics**
   - **identify reliable, qualified suppliers and establish appropriate materials management specifications and procedures**
   - **prepare qualification procedures addressing installation, operation, and performance (IQ/OQ/PQ)**

9. **Develop the new operating procedures**

   - **flow chart major elements**
   - **prepare task flow charts from the major elements flow charts**
   - **coordinate automation plans with existing automated systems**
   - **validate the new work flow concepts**
   - **organize all documentation into a system manual**
   - **develop needed details for procedures and forms**

10. **Convert to the new organization structure or program**

- **perform a training needs assessment for key personnel**
- **design a training program to ensure expertise-include a formal on-the-job (OJT) program to sustain knowledge and expertise levels of the responsible staff**
- **execute implementation plan using the PQ procedures**
- **bring each new area on line serially-establish modus operandi**
- **use decision support model to make program dynamic**