

Conducting a Post-Implementation Review ***Anheuser-Busch, Inc.***

In 1997, environmental and information technology team members developed an outline that would be used for the post-implementation review of an HSE-MIS that was implemented to handle air data management.

The post-implementation review is the most significant work and document relevant to the business case. In the Anheuser-Busch project, the post-implementation review actually showed that taking the system beyond the first 2 pilot sites would not be cost-effective and that the costs, tangible and intangible, were more than the expected benefits. As a result, the project did not move forward. The post-implementation review was a critical document in understanding the business case.

Anheuser-Busch environmental and information technology team members worked with an HSE-MIS consultant to develop a post-implementation review format or outline and a process for administering the review. A review should also be conducted against the project and project team, i.e. How was the project managed?

- This is an important process. Do not scrimp on resources or effort at this point. This is the final turn of the race and is no time to let up on the finish line.
- Build this review into the plan from the start.
- Build the post-implementation review on the project plan and other documents. The review is conducted against the projects expectations, i.e. the plan, budget, scope, schedule, system results, etc.
- Include the good stuff and the bad stuff. Ensure that any issues that arose were handled effectively and that any outstanding issues have a plan for closure.
- Get close with the users for the review. This may include sending the review form for the user to complete, as well as a follow-up interview, phone or face-to-face.
- Identify next steps clearly. Document issues with the project that must be addressed as well as the immediate or near-term plans for the system itself. Will it be rolled out to other facilities?