

CAMC Phase 2 lessons Learnt

v0.5

LIL feedback from meeting September 5th 2016

ref	Lesson title	Description	Good practice/ Do differently/ Avoid	Category	Recommendation	Action needed	Author	LIL workshop category	went well	do different
71	Requirements for LIL selection	The LIL role was based on a role description from the Better Tools RIM role.	Do differently/ Avoid	Implementation	Any project needs to ensure the requirements of the role are properly described to ensure Area can select the right candidate. Consider proposing LILs have virtual teams and/or deputies		LILs	LIL role/governance/resources		1
72	Timing of Area Implementation Group set up(AIGs)	The LILs were set up in August 2014, the AIGs were set up to support the role out in each area in April 2015. There would have been benefit in setting up the AIGs to provide leadership and governance at the same time the LILs were set up.	Do differently/ Avoid	Implementation	Set up national and area strategic governance from the start of tasking of a similar implementation.		LILs	LIL role/governance/resources		1
73	Resource impacts	Resource impacts were not fully understood and planned in areas. Lots of tasks were falling on the same people to deliver, and needed better national coordination	Do differently/ Avoid	Implementation	Ensure the implementation plan is shared early and full information given re tasking. Get agreement on level and availability of resources to deliver. Pace implementation tasks to take account of resource impacts. Ensure 'big picture' is fully communicated and understood. LIL as coordinating role- if LILs are also in the 'day job' doing tasks it's hard to maintain a focus coordinating others, LILs need to be able to stand back from tasks.		LILs	LIL role/governance/resources		1
74	Q&A session for tasks	CAMC phase 2 adopted a gateway approach to issuing tasks e.g. data prep/training etc. Further clarification was required on a lot of technical tasks. Q&A session proved useful to help LILs.	Good practice	Implementation	Detailed briefing and examples should be provided wherever possible for tasks. Follow up with Q&A session - telcos/WebEx to answer area questions.		LILs	LIL role/governance/resources	1	
75	LIL/AIG telcos	Alternate weeks, LIL and AIG telcos took place to update on project process, briefing for tasks, gather area feedback and questions and get progress from areas. This regular dialogue was helpful.	Good practice	Implementation	Set up regular telcos/sharing across all implementation /stakeholder groups. Have a standard agenda, but allow scope for guest speakers/ special topics. It was identified that the project needed to take formal minutes of the meetings to ensure everyone had the same information even if they could not attend. LILs/AIGs were encouraged to send deputies if they could not attend calls. Some LILs suggested more use of live mtg/WebEx to bring telcos to life.		LILs	LIL role/governance/resources	1	
76	Strategic governance at area level	AIG groups provided Ops manager steer and authority over tasks and communication. The help overcome barriers for implementation and support for LILs.	Good practice	Implementation	Set up strategic governance early. Ensure representative of key stakeholders and managers able to influence relevant resources and priorities.		LILs	LIL role/governance/resources	1	

77	Use of Yammer	the yammer group was set up later on, when most super users were already trained. It has proved a useful tool for users to share knowledge and the project team to answer questions. Ideally it should have been set up earlier.	Good practice	Implementation	Work with area teams/users to understand how best to share good practice and support. It is probably several different tools are needed. Explore use of tools like Yammer/user forums early when training starts.	Training	Nationally, projects should create full training packs, examples, training data and more supporting material for Sus to use in onward delivery of training. Ensure materials reflect 'real life' training.	Training	Projects to consider modes of delivery to break down learning of complex processes/systems into smaller modules. Plan roll out so training occurs as close to the need for onward training/roll out as possible.	Training	Ensure that processes are all agreed and built into all the training and material before roll out starts. Ensure processes are documented alongside the system training material to provide context. In the real world, the process will continue to develop beyond the development of the system, so it is helpful to pilot with one or two areas to work through changes that may be required when the system is deployed into the business.	Training	It's worth the investment to commission properly developed training manuals, particularly for complex systems. Ideally these would reference relevant process and be written for EA audience. They do need to be maintained regularly to keep up to date.	Training	Area widely adopted this approach and it got really good feedback. For any training event it is useful to have follow up activity to ensure users are comfortable and have time to practice what they have learnt. Also, bring together different roles to support each other.	Training	Create criteria for go live/operational readiness post-roll out, and then plan activity to assess. Activity needs to be structured and material prepared - for example, schedulers and planners were given exercises to complete.	LLS	comms	1
78	Training materials for super users	Though manuals were provided, SUs/LLs identified the need for more materials to support onward delivery of training to users.	Avoid differently	Training	Nationally, projects should create full training packs, examples, training data and more supporting material for Sus to use in onward delivery of training. Ensure materials reflect 'real life' training.	Training	Projects to consider modes of delivery to break down learning of complex processes/systems into smaller modules. Plan roll out so training occurs as close to the need for onward training/roll out as possible.	LLS	Training	Training	Ensure that processes are all agreed and built into all the training and material before roll out starts. Ensure processes are documented alongside the system training material to provide context. In the real world, the process will continue to develop beyond the development of the system, so it is helpful to pilot with one or two areas to work through changes that may be required when the system is deployed into the business.	LLS	Training	Training	Area widely adopted this approach and it got really good feedback. For any training event it is useful to have follow up activity to ensure users are comfortable and have time to practice what they have learnt. Also, bring together different roles to support each other.	LLS	Training	LLS	1	
79	Training approach and timing	Some users would have preferred smaller training groups with bite-size learning. Many users would have preferred training closer to roll out.	Avoid differently	Training	Nationally, projects should create full training packs, examples, training data and more supporting material for Sus to use in onward delivery of training. Ensure materials reflect 'real life' training.	Training	Projects to consider modes of delivery to break down learning of complex processes/systems into smaller modules. Plan roll out so training occurs as close to the need for onward training/roll out as possible.	LLS	Training	Training	Ensure that processes are all agreed and built into all the training and material before roll out starts. Ensure processes are documented alongside the system training material to provide context. In the real world, the process will continue to develop beyond the development of the system, so it is helpful to pilot with one or two areas to work through changes that may be required when the system is deployed into the business.	LLS	Training	Training	Area widely adopted this approach and it got really good feedback. For any training event it is useful to have follow up activity to ensure users are comfortable and have time to practice what they have learnt. Also, bring together different roles to support each other.	LLS	Training	LLS	1	
80	Agree process ahead of training/roll out	For some aspects of the new AM processes, there was still details being agreed, some principles not finalised until the roll out had started.	Avoid differently	Training	Nationally, projects should create full training packs, examples, training data and more supporting material for Sus to use in onward delivery of training. Ensure materials reflect 'real life' training.	Training	Projects to consider modes of delivery to break down learning of complex processes/systems into smaller modules. Plan roll out so training occurs as close to the need for onward training/roll out as possible.	LLS	Training	Training	Ensure that processes are all agreed and built into all the training and material before roll out starts. Ensure processes are documented alongside the system training material to provide context. In the real world, the process will continue to develop beyond the development of the system, so it is helpful to pilot with one or two areas to work through changes that may be required when the system is deployed into the business.	LLS	Training	Training	Area widely adopted this approach and it got really good feedback. For any training event it is useful to have follow up activity to ensure users are comfortable and have time to practice what they have learnt. Also, bring together different roles to support each other.	LLS	Training	LLS	1	
81	Training manuals	CAMC Phase 2 commissioned the <redacted> trainers to develop the manuals. These were step-by-step for each system process, with screen shots throughout. Many users found these to be good quality and helpful.	Good practice	Training	Nationally, projects should create full training packs, examples, training data and more supporting material for Sus to use in onward delivery of training. Ensure materials reflect 'real life' training.	Training	Projects to consider modes of delivery to break down learning of complex processes/systems into smaller modules. Plan roll out so training occurs as close to the need for onward training/roll out as possible.	LLS	Training	Training	Ensure that processes are all agreed and built into all the training and material before roll out starts. Ensure processes are documented alongside the system training material to provide context. In the real world, the process will continue to develop beyond the development of the system, so it is helpful to pilot with one or two areas to work through changes that may be required when the system is deployed into the business.	LLS	Training	Training	Area widely adopted this approach and it got really good feedback. For any training event it is useful to have follow up activity to ensure users are comfortable and have time to practice what they have learnt. Also, bring together different roles to support each other.	LLS	Training	LLS	1	
82	Depot days and exercises	to consolidate the training delivered by <redacted> for the roll out of the EAM works app to Field teams, areas ran their own 'depot days'. Working with FfTMs, working through end-to-end processes and answering questions to help embed the learning and practice.	Good practice	Training	Nationally, projects should create full training packs, examples, training data and more supporting material for Sus to use in onward delivery of training. Ensure materials reflect 'real life' training.	Training	Projects to consider modes of delivery to break down learning of complex processes/systems into smaller modules. Plan roll out so training occurs as close to the need for onward training/roll out as possible.	LLS	Training	Training	Ensure that processes are all agreed and built into all the training and material before roll out starts. Ensure processes are documented alongside the system training material to provide context. In the real world, the process will continue to develop beyond the development of the system, so it is helpful to pilot with one or two areas to work through changes that may be required when the system is deployed into the business.	LLS	Training	Training	Area widely adopted this approach and it got really good feedback. For any training event it is useful to have follow up activity to ensure users are comfortable and have time to practice what they have learnt. Also, bring together different roles to support each other.	LLS	Training	LLS	1	
83	Plan assurance activities to confirm readiness for go live	Planned activities were put in place after training to ensure users were confident and competent. This allowed areas to assess their readiness to go live.	Good practice	Training	Nationally, projects should create full training packs, examples, training data and more supporting material for Sus to use in onward delivery of training. Ensure materials reflect 'real life' training.	Training	Projects to consider modes of delivery to break down learning of complex processes/systems into smaller modules. Plan roll out so training occurs as close to the need for onward training/roll out as possible.	LLS	Training	Training	Ensure that processes are all agreed and built into all the training and material before roll out starts. Ensure processes are documented alongside the system training material to provide context. In the real world, the process will continue to develop beyond the development of the system, so it is helpful to pilot with one or two areas to work through changes that may be required when the system is deployed into the business.	LLS	Training	Training	Area widely adopted this approach and it got really good feedback. For any training event it is useful to have follow up activity to ensure users are comfortable and have time to practice what they have learnt. Also, bring together different roles to support each other.	LLS	Training	LLS	1	
84	User participation in User Acceptance testing (UAT)	Some LILs/users took part in UAT testing of products - as well as being invaluable feedback to the project and improving the products.	Good practice	Training	Nationally, projects should create full training packs, examples, training data and more supporting material for Sus to use in onward delivery of training. Ensure materials reflect 'real life' training.	Training	Projects to consider modes of delivery to break down learning of complex processes/systems into smaller modules. Plan roll out so training occurs as close to the need for onward training/roll out as possible.	LLS	Training	Training	Ensure that processes are all agreed and built into all the training and material before roll out starts. Ensure processes are documented alongside the system training material to provide context. In the real world, the process will continue to develop beyond the development of the system, so it is helpful to pilot with one or two areas to work through changes that may be required when the system is deployed into the business.	LLS	Training	Training	Area widely adopted this approach and it got really good feedback. For any training event it is useful to have follow up activity to ensure users are comfortable and have time to practice what they have learnt. Also, bring together different roles to support each other.	LLS	Training	LLS	1	

85	Support for trainers	CAMC Phase 2 provided 'train the trainer' training for anyone in are who would deliver training. This proved to be useful development and built confidence.	Good practice	Training	If super users are going to deliver training on behalf of the projects, ensure they are supported by courses like 'train the trainer'.	LILs	Training	1
86	More Maoam	Sweets/ biscuits are very popular with LILs!	Good practice	Project management	Ensure healthy supply at LIL mtgs	LILs	Training	1
87	External resources for data tasks	Some areas used external resources to complete data tasks/for mass data changes.	Good practice	Implementation	consider use of contractor/temp resources for large data task/mass changes. Projects could consider national contracts to support, but equally areas can set up contracts and define requirement based on local need.	LILs	Data prep/Implementation planning	1
88	Issuing implementation tasks	CAMC Phase 2 used a 'gateway' approach with structured messages containing task detail, technical guidance where appropriate. All tasks were numbered and tracked. All tasks had a folder on the Implementation sharesite.	Good practice	Implementation	Repeat this approach. Ops project manager key to managing this process.	LILs	Data prep/Implementation planning	1
89	Reporting	Several reports have been set up in the system to report on the quality of data in the system, usage etc. and areas for improvement.	Good practice	Implementation	it can be quite hard to identify progress without information. Projects should consider requirement for reports to provide information to inform progress of implementation tasks. Providing feedback also improves consistency.	LILs	Data prep/Implementation planning	1
90	Area sharing of tasks	Implementation tasks were issued from the project. Some areas chose to share out the tasks across teams- e.g. Asset performance teams, to increase buy-in	Good practice	Implementation	Local coordination of tasks can be helpful in sharing load but also in helping teams work together and engage in the implementation.	LILs	Data prep/Implementation planning	1
91	Implementation timeframe	Due to delays in delivery of the IT products, the timeline for roll out became compressed reducing the time for areas to complete preparations before going live.	Do differently/Avoid	Implementation	the original implementation plan allowed 3 months for preparations for go live. This was compressed due to delays in product delivery. Projects should allow time for the area preparations required to go live beyond the delivery of IT tools.	LILs	Data prep/Implementation planning	1
92	Finalise system design before data tasks need to be completed	Because of the design and build nature of the project and constant configuration changes, some data tasks were completed incorrectly and had to be redone.	Do differently/Avoid	Implementation	Ensure config, build an testing of the system is complete before data/prep tasks are issued to avoid duplication of effort.	LILs	Data prep/Implementation planning	1
93	Implementation plans	One national implementation plan for all areas up to go -live. Areas had local plans which may not have matched national. Some LILs felt implementation plans were hard to follow.	Do differently/Avoid	Implementation	Consider how to take local plans into account. Ensure implementation plans are clear and understood.	LILs	Data prep/Implementation planning	1
94	Impact of data tasks	Sometimes the implication of a data task was not understood. This had impact on the end product.	Do differently/Avoid	Implementation	Project should provide context and reasoning for all tasks so it's clear what outcome is achieved.	LILs	Data prep/Implementation planning	1

95	Shareable	All implementation information and materials relating to training was stored on a ShareSite. This could be widely shared with Areas and ensured everyone had access to documents.	Good practice	Communi	Set up shared workspace for implementation/roll out. Ensure all relevant users have access, not just those working closely with the project. Need good folder structure and document management to maintain value.	L.L.S	Communications	1	
96	CAMC drop box	CAMC Phase 2 set up a centralised email box for admin of training events and collating questions and queries from users.	Good practice	Communi	Projects should not under-estimate the resources it takes to manage mailboxes like this. They are very useful to collate FAQs and support is required. Need to be well managed and responses monitored to ensure users get prompt responses to questions.	L.L.S	Communications	1	
97	Sharing project decisions	Some LIL felt key project decision needed to be shared in a more timely manner. Also, sometimes the messages would be conveyed to particular groups e.g. AIGs but not LILs.	Do differently/Avoid	Communi	Ensure regular comms/tecs include any decisions being made by the project. Need to be sure that the primary route for comms is agreed (AIGs), but copy in other groups (LILs etc.) to ensure that messages get through to everyone who needs them.	L.L.S	Communications	1	
98	Project comms materials	More standardised national promotional material would be desirable. At the start of the project, Areas needed a single, national message defining the outcomes of the project.	Do differently/Avoid	Communi	At the start of the implementation, the 'vision' was shared, but as staff have turned over, these messages may have been lost. Projects should think about comms materials/resources that can be created for use in implementation and roll out in areas- NB ensure resources are in place to do this. Areas should be proactive in sharing materials developed locally with wider group of LILs. A clear vision and single message should be reiterated throughout so that new staff getting involved can quickly get up to speed and access the same, consistent	L.L.S	Communications	1	
99	Provide vision/demo of system to support comms	The System was being developed whilst implementation was underway. Difficult to sell what the system would look like/ vision for how it would be used.	Do differently/Avoid	Communi	Projects to provide overview/ vision for the products for use in comms. Try to provide early visuals/ demos so staff can get an idea what it will look like, how it will work.	L.L.S	Communications	1	
100	Area roadshows	CAMC project team members arranged attendance at Area groups - AIGs or wider - to present the products, process and discuss progress/issues. These proved very useful and helped with engagement.	Good practice	Communi	It can be quite resource -intensive for the project team, but face-to-face discussions in area are really valuable and can raise confidence during a complex implementation.	L.L.S	Communications	1	
101	Capacity of specialist teams	Many technical tasks required input from a small number of individuals with specialist knowledge e.g. staff in AP. In some areas, AP teams are quite small and poorly resourced.	Do differently/Avoid	Expertise on organisati	Projects should work with areas where there are capacity issues/limited specialist resources and try to accommodate. Ultimately it is for the Area to resource the requirements to deliver projects. An open dialogue needs to be had early on to expose where issues might arise. Project should be mindful that even areas with good resourcing may be impacted by e.g. flood events and suddenly find themselves with a shortfall/competing priorities. Contingency plans need to be identified to deal with this - e.g. mutual aid?	L.L.S	Communications		1