



**CARM**

Assuring Strength & Endurance

**A recent example of a  
Proposal for a Scoping Exercise  
in support of an Internal IT Project**

**An assessment of Management Practices,  
Change Management & Integration  
requirements**

CLIENT

A thick black horizontal bar redacting the client's name.

DATE OF PROPOSAL: 19<sup>th</sup> January 2010

## Introduction

We are pleased to present this proposal to undertake a preliminary scoping exercise for XXXX taking into consideration the objectives and aspirations of management at both Board and Executive Level.

This scoping exercise has been designed following a recent meeting with two of your directors whom we would like to thank for the comprehensive briefing and provision of background material which has greatly assisted our initial assessment and the development of this proposal. The purpose of scoping is to allow us to make an assessment of the resources we will require to use (consultant skill sets) and the days required to deliver the main project, should you decide to proceed. We are always keen though to deliver tangible outputs from the scoping project that will be of use to you whether you go forward or not. Page 5 of this proposal sets out therefore the tangible outputs and Page 7 the process we will follow to achieve them.

We understand the need to quickly address critical issues prior to [REDACTED] and have therefore focussed on this priority in the first instance and put forward an approach that we believe will meet [REDACTED] short term needs, encapsulated in the objectives for 'Project [REDACTED]'. At the same time there is a need to establish a means of harmonising existing management practices and processes underpinning core business activities.

This proposal is designed to assist you in a purely strategic manner through skills and knowledge transference, thereby building capacity at a number of levels within your organisation. This also assumes [REDACTED] will create a 'counterpart team' made up of selected managers and personnel who will act as implementers and change agents. This, our experience shows, creates a winning formula.

This scoping is therefore designed to allow us to assess the resources required to achieve the integration and development of common management practices and, at the same time, help you to manage the change management issues created by the merger of the businesses of [REDACTED] [REDACTED]. This approach, we believe, will create a corner stone that will incrementally pave the way for the implementation of a whole business approach which, when the time is right, could ultimately lead to the sustainable attainment of relevant codes of practice and standards for your market place.

We would expect to interact with management and staff in the following areas during this scoping exercise:-

- Executive Board
- Sales & Trading Division

[REDACTED]

[REDACTED]

[REDACTED]

- Common Services – ICT, HR, Finance etc

Our proposed team of consultants have previously undertaken projects in both Integrated Management and Change Management in both the public and private sectors and are members of the BSI Associate Consultant Programme. We have worked in a number of dynamic, diverse and challenging areas meeting or indeed exceeding our client's expectations and needs.

We are happy to provide testimonials and reference sites to support these claims and verify the high levels of client satisfaction achieved. As a Consultancy and Change Management organisation, we can justifiably point to our ability to quickly understand the needs of our client's critical business processes and create resilient solutions in today's challenging commercial environment.

#### The Process

The term "management system" describes a very simple concept: "the means by which an enterprise sets out to achieve its objectives". One of the reasons for this exercise is to understand more about the objectives set for the business and Project [REDACTED] and, by providing help and guidance that harmonises working practices and creates shorter, focused lines of communication that provide the best value for [REDACTED].

We are very familiar with the consequences of a decision to bring different organisations or parts of organisations together, whether it results from either agreed or hostile origins. We have seen too many examples where the potential benefits of such activity can be lost or evaporate with damaging impact on corporate knowledge and capability, which undermines the original objectives and potential financial gains.

Organisational re-engineering and *design* needs great care and attention, not only to people, but structures, systems, culture and values which can be contentious areas for change. It is often easier for an external resource to deal with resistance and "blockers to change" and assist in the transition from past management and working practices to the new, which in effect become [REDACTED]

#### Scoping Outline.

This will be a high level assessment at this initial stage involving key business heads and certain selected staff.

#### Project elements

- Executive High Level Business Integration Analysis Questionnaire
- Executive Interviews
- Targeted Workshops
- Scoping Report – Indicative Programme Plans & Costing
- Assessment of the resources required for management system rationalisation leading to an Integrated Management System (IMS)
- Project Initiation Documents (PID) (See Later)
- Assessment of 'Change Management' requirements
- Determination of longer term change management & Integration Methodology

To successfully achieve these elements we see this scoping exercise needing to focus on two specific but interdependent work streams:-

1. Assessment of the change management help and guidance required to address your short term needs whilst moving the organisation forward in developing the [REDACTED] Management Style which, in its holistic approach, takes the best elements from the merged businesses of [REDACTED]. Included within this will be an assessment of the resources required to provide common management practices and a blended learning package to help in communicating [REDACTED]
2. Assessment of the resources required to provide short term and long term (2012) client side guidance in the implementation of an integrated management system approach through an assessment of the existing processes, procedures and documented guidance which exists across the business.

Clearly there is a desire by you to undertake much of the implementation work to keep external costs to a minimum. This work will therefore allow us to assess the areas where our guidance and input can be most effective and outline where we will need you to provide the internal resource. The outputs from this exercise and the subsequent actions identified will, we expect create a corner stone that will incrementally pave the way for the implementation of a whole business approach. If this is established correctly at the beginning of this change process, it will provide the necessary evidence and skills required for compliance with existing regulation and the attainment of relevant ISO standards (ISO14001 Environment, OHSAS 18001 Health and Safety, PAS99 Integrated Management) at a later stage, should this be considered of benefit.

### Clarifying Your Requirements Scoping Objectives and Outputs

Our discussions to date have so far focussed on [REDACTED] and its three main objectives of:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

In support of these we will deliver the following outputs in the form of a report, tables and spreadsheets:-

An overall Executive Summary addressing both Change Management & Integration Issues and covering;

#### Change Management Outputs

- Gap Analysis of Existing Management Systems, and Aspects
- First draft high level Manual Aspect Register (MAR)
- Suggested "Quick Win" objectives from the identified aspects detailed in the MAR
- Commentary on the regulatory framework in which you operate
- Commentary on the existing policies, procedures and guidelines within the organisation at present
- Commentary on the interviews undertaken with staff as a part of the scoping
- A 3 year time line with milestones leading to an integrated management system and accreditation
- Scope/cost of any licenses that you may wish to take advantage of :-  
(Dynamic Aspect Register (DAR), Interactive Learning (LIL), Integrated Management System Documentation Suite and Indexing System (PAS99 Compliant)

#### Integrated Management Outputs

- Commentary on the Control of Documents and Records across the Business
- Assessment of work required in developing the Terms, Definitions and Management System Guide for IMS compliance
- Assessment of the work required in compiling the Normative References for the IMS.
- Assessment of work required in integrating the existing management systems
- Assessment of the work required in defining – Product, Service, Process, Procedures and Guidelines towards the development of an IMS approach
- Suggested members of the IMS Implementation Team
- Provide an indication of the commitments required by the [REDACTED] management and staff and a suggestion on the person who should become the internal champion and Management System Manager as well as the Director who should take ultimate responsibility for the [REDACTED] Management System, once in place.
- Determination of overall 'Change Management & Integration Programme' methodology & programme initiation document (PID) along with detailed costing through to July 2010 and indicative costing to April 2011 and beyond.

## Support to [REDACTED] – February to July 2010

Whilst we would expect the work between February and July to be fleshed out fully during the scoping stage we anticipate it encompassing the following:

- Strategic planning inputs
- Programme management support
- Change management & communication
- Creation and Implementation of common management practices & processes
- Production of standard documentation
- Management development
- Roles and accountability processes
- Performance Management Processes
- Dynamic Aspect Register (DAR) population with Aspects and Library Documents
- Interactive Learning software set up and module development
- General client side advice and development in support of [REDACTED]

### Scoping Overview

The work will be configured around the following major activities. We believe this approach will allow us to work with the business at a pace that fits your requirements.

Integrated Business Systems Analysis (IBSA) High Level - Systematic Approach

Step 1 Questionnaires

IBSA High Level Questionnaire  
E-Mailed to selected Senior and Middle  
Management & Supervisory

Step 2 Interviews & Workshops

Objective 1 - Understanding the Organisation

Objectives  
Organisational & Structure Assessment  
Assess Scope of IMS with regard to  
Objectives, Obligations & Stakeholder interests  
Understanding the Business Environment  
Change Management Workshop(s)

Objective 2 - Management Systems Assessment

Objectives  
Assessment of the work required towards integration and  
rationalisation of the predefined Critical Activities/Processes.  
Assessment of the Management System and Operational  
Controls required.

Objective 3 - Risk Analyses

Objectives  
Change Management Resources Assessed  
Likely Incidents with Impact Defined (Hard & Soft)  
Impact Consequences Risk Rated  
Assessment of the Regulatory Framework

Objectives 4 - Determining the likely resources required

Objectives  
Assessment of internal Personnel and Resources  
Change Management Assessment (Cultural Embedding)  
Project Resources Required

Objectives 5 - Gap Analysis and Recommendations Report

Outputs  
[REDACTED] Management System SWOT Analysis  
[REDACTED] Scoping Report  
Short Term and Long Term Programme Costing





Technical Director and Management Systems Lead

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]

[REDACTED]  
[REDACTED]

## Expenditure

### Scoping Exercise – [REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]