



LI04: Leading a migration project

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Introduction

Topics

- The big picture
- Presenting the case for change
- After management approval
- Leading the migration of a tool
- Concluding thoughts

The Big Picture

The Big Picture

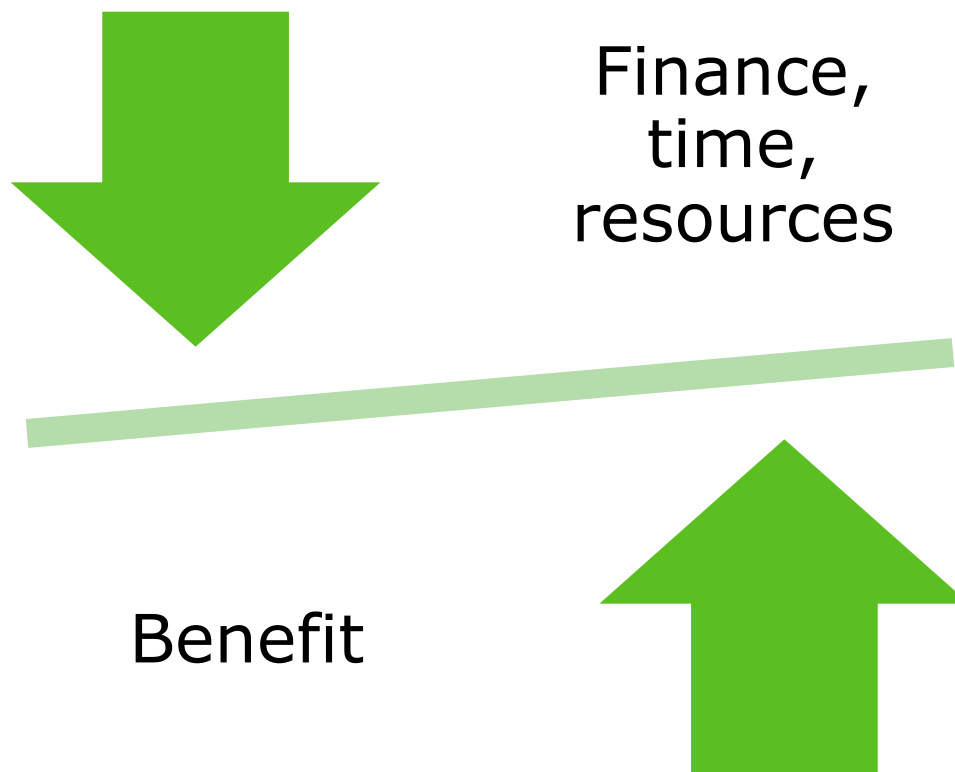
- + Within the industry we work, change is inevitable, with improvements to patient safety and the development of tools and processes to enable faster routes to market



SAS Grid



The Big Picture



Financial Management and Business/User Needs

Financial management and business needs

- Maintaining a healthy balance sheet is critical
- Establishing cost for implementing new tool / system
- Determining possible impact on other departments
- Reviewing current versus future needs
- Evaluate the impact of not making the change

Financial Management and Business/User Needs

Business versus user needs

Environments

- Can the new tool be installed within current environment?
- Can the current infrastructure manage with the additional demands?
- What environments are required?
 - ☐ During testing
 - Pre-production/production
 - ☐ Post release
 - Test/production
 - ☐ User access control

Financial Management and Business/User Needs

Business versus user needs

Process/system requirements

- Can current processes be performed within new system?
- What new tools may be required?
- How do we execute/schedule SAS jobs?

Presenting the Case for Change

Presenting the Case for Change

Collating information

- Define the steps required to complete the tasks
- Determine time required to complete the tasks
- Look to summarise steps into logical groups

Level of detail to provide

- Focus on big picture: Don't overwhelm the decision maker
- Have a more detailed breakdown available on request

After Management Approval

After Management Approval

Putting the plan into action

- Request the resources required for implementation
- Outline your planned activities to the assigned staff
- Implement your plan and track progress
- Provide feedback on progress to key stakeholders

After Management Approval

Communication and change management

Method

- ☐ Email
- ☐ Town halls / department briefings
- ☐ Focused meetings

Audience

- ☐ Cross functional
- ☐ Site and departmental oversights
- ☐ Clients
- ☐ Users

Frequency

- ☐ Weekly
- ☐ Monthly
- ☐ Key milestones

After Management Approval

Training

- Establish what will change in the new system
- Establish level of training required
- Assign responsibility for training
- Track users' training completion and their understanding
- Provide additional method of communication and support

Leading the Migration of a Tool

Leading the Migration of a Tool

ArtZ

- Collection of > 70 macros
- Can be used to generate tables, listings and figures
- Can be used as building blocks
- Analysis, developer, graph, listing, reporting and utility
- Work with other PPD tools (GET_TF, PACKTEXT and RTF_PARSE)

Leading the Migration of a Tool

Know the end goal

Everything works the same!

- Macro calls
- Log messages
- Output obtained

Leading the Migration of a Tool

Keeping the team motivated

- Set targets
- Assign sub teams
- Assign specific tasks

Planning resourcing

- Monitor progress
- Provide estimates of completion
- Factor dependencies

Leading the Migration of a Tool

Release strategy

- Formal release of macros
- Access to new macros
- Migration process

Training

- Categories
- Reference materials

Post release support

- Reserve resources to be able to respond to questions
- Reserve resources to address update to macros post release
- Wide migration support team was established

Concluding Thoughts

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Listening and responding to concerns from end users and responding within short timeframe is key

- People fear the unknown
- What may be obvious to you may not be to others
- Believing they have been ignored can cause negative feelings in end users

Concluding Thoughts

Everyone learns at different rates

- Look to encourage users to share knowledge
- You may be surprised by who takes the lead when presented with a new environment
- Google is a great resource; it can be used to find a different explanation to a problem
- Always encourage questions

Concluding Thoughts

Leading technical projects is as challenging as leading study reporting

- Oversight tasks are similar
- Customers are closer
- Increased interaction with other technical leaders within the department

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