All-of-government Payroll Programme

Assessing delivery confidence for payroll projects

New Zealand Government

A framework for agencies to assess their delivery confidence

Helping AGENCIES determine their view of delivery confidence

This framework, which is **structured around a series of questions based on good practice**, has been provided to help agencies determine their view of delivery confidence.

Agencies:

- still own their payroll projects
- have a framework for their decision-making
- are better able to determine their level of confidence.

Allowing the GCDO to identify emerging system-wide risks and potential responses

The GCDO's **conversations with agencies at key decision points** will inform the GCDO's six-monthly reporting to Ministers.

Providing MINISTERS with assurance

The GCDO will **provide Ministers with assurance** that:

- expenditure on payroll services is warranted,
- payroll project risks are managed, and
- payroll services are fit-for-purpose and provided at a reasonable cost [CAB-19-MIN-0492].

Step-by-step assessment at key decision points

	Are we ready to invest?	*Are we organised to begin the project?*	*Are our solution and partner suitable?*	*Does the detailed design meet our requirements?*	*Are we ready to go live?*
	INVESTMENT PROPOSAL	INITIATE PROJECT	SELECT SOLUTION	DESIGN AND BUILD SOLUTION	IMPLEMENT AND OPERATE
	Investment justification	People, approach, and management practices	Solution and implementation partner selection	Design and build and business change planning	Go live and hand over to operations
Key project decisions	**OUTCOME** Investment is needed and aligns with government priorities, agency is committed to change and benefits are clear	**OUTCOME** Project structure, people, methodology, management and assurance practices are agreed	**OUTCOME** Procurement, partner and solution selection, contract, delivery approach, and plan are in place	**OUTCOME** Design and build/configuration, test, business change and benefits realisation planning and management are completed	**OUTCOME** Investment is successfully delivered and aligns with agency and government priorities and benefits are being realised

Version 1.0

December 2019

Assessing delivery confidence

Agencies retain **individual accountability** for successful delivery of payroll projects.

This framework is intended to be **used by Senior Responsible Officers (SROs)** to highlight the questions they need to ask of their project leaders at key decision points.

SROs are expected to **provide the GCDO** with their view of the delivery confidence for their payroll projects.

The GCDO will meet with SROs at each decision point to understand their level of delivery confidence.

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INVESTMENT PROPOSAL

Investment justification

Are we ready to invest?

- The **intent** of the initiative (outcomes, scope, benefits and timeframe) is clear and agreed.
- The people **capacity and capability** required is understood and is available.
- **Executive and senior leadership** understands the need for investment and the complexities and demands of the programme. All investors support this initiative.
- The **governance and management structures** are agreed and in place.
- The extent of the **business change and readiness** is understood and there is commitment to effecting the change.
- **Lessons learned** from similar initiatives have been fully considered and incorporated into the programme planning and scoping.
- The investment is **needed** now and **benefits** are identified.
- **Holidays Act** compliance and any remediation is clearly understood and progressed such that the investment can continue.
- The **cost and benefit** profile of the investment is understood.
- The **timeframes** are realistic and achievable.
- The full range of **investment options** have been formally considered and the preferred option agreed.
- The initiative is **ready to move to the next phase**, with the necessary planning completed.
- Central agency **investment management practices** have been followed.

OUTCOME
Investment is needed and aligns with government priorities, agency is committed to change and benefits are clear

INITIATE PROJECT

OUTCOME
Project structure, people, methodology, management and assurance practices are agreed

- The scope and complexity of **business change management** and impact on the organisation has been fully assessed and confirmed.
- **Planning** for the next stage has been reviewed/refreshed and the project is ready to move to the next stage.
- An effective approach has been taken to engaging and having **suppliers** committed to the project outcomes.
- **Stakeholders** have been identified, engaged, informed and can contribute to the success of the programme.
- An effective **risk identification** process is in place, **risk tolerance** is understood, and key risks mitigated.
- A formal process is in place for **controlling and authorising changes** to scope, costs, outcomes and timeframes.
- The project **plan** is realistic, achievable, understood, resourced and there is buy-in from investors and stakeholders.
- The **project team** has the right skills, experience and personalities, and the organisation supports the team to deliver.
- Information provided to the **governing board** for oversight and decision-making is relevant, succinct, timely, and accurate.
- The governing board is in place and has the **requisite authority** and experience, and can commit time to govern the project.
- All internal and external **dependencies** have been identified and owned.

Are we organised to begin the project?

People, approach, and management practices

SELECT SOLUTION

Solution and implementation partner selection

Are our solution and partner suitable?

- Consideration has been given to engaging a **strategic partner**.
- The procurement strategy and **commercial arrangements** are complete and approved by the governance body.
- The preferred solution **meets the requirements** and, if not, gaps and trade offs have been identified.
- There is a rigorous **dispute resolution mechanism** in place between the agency and supplier.
- The **supplier** has the right capabilities (skills and expertise) and capacity to deliver to schedule.
- The supplier has a **proven track record** of delivering including relevant reference-site information.
- The **risks** for the Crown have been robustly considered and documented, and risks and mitigations identified.
- Preferred solution enables agency payroll processes to be compliant with the **Holidays Act**.
- **Contracts** are approved by the governance board, and legal review completed and off-ramps identified.
- The agency has the **necessary capability** (expertise, experience and skills) and capacity to successfully deliver the outcomes and operate the system.
- There has been a rigorous examination of the **costs** and the project remainsl affordable and achievable.
- The **implementation plan** is achievable and the planning assumptions are clear and unambiguous.
- Planning for the **next stage** has been reviewed/refreshed as necessary.

OUTCOME
Procurement, partner and solution selection, contract, delivery approach, and plan are in place

DESIGN AND BUILD SOLUTION

OUTCOME
Design and build/configuration, test, business change and benefits realisation planning and management are completed

- The '**go live**' decision criteria have been agreed.
- The **benefits** realisation and benefits management plan has been reviewed and updated, as appropriate.
- **Solution testing** confirms payroll calculations and outputs are accurate and decisions on implementation readiness are comprehensive and endorsed by the governance board.
- The **business change management** scope, approach and plan has been completed and accepted by the business owners.
- If customising a packaged solution, the **software changes** have been approved by the design and governance boards.
- The design supports and enables the **investment outcomes**.
- The **design** '**blueprint**' documents have been cross referenced to requirements and followed by developers and technical teams.
- The **security and privacy** design meets government's standards.
- The **technical design** complies with the agency's architecture and government standards.
- The **interface design** (user interface, system integration, data, migration and reporting) is complete and approved.
- The **process design** aligns with the **Common Process Model** as appropriate.
- The **design board** has been engaged throughout the design and build/configure process and has approved key design documents.

Does the detailed design meet the requirements?

Design and build and business change planning

IMPLEMENT AND OPERATE

Go live and hand over to operations

Are we ready to go live?

- **Business Readiness** – Agency is ready for go live, all change readiness activities have been executed, and staff are ready for the change.
- **User Readiness** – User training strategy and plan executed, training material is complete and users trained, and supporting processes, documentation, and support mechanisms in place.
- **System Application Readiness** – Software is configured to meet requirements, security and user access profiles completed, and testing completed and approved.
- **Technical Infrastructure Readiness** – Performance and security testing complete, production environment ready, network, desktop, and mobile environments ready, and disaster recovery in place and tested.
- **Business Partner Readiness** – Contracts and support arrangements in place.
- **Data Readiness** – Data migration and reconciliation process in place and tested.
- **Deployment Readiness** – Cut over documentation complete, interim cutover processes in place, and roll-back plan in place and tested.
- **Support Model Readiness** – Early-life support in place, resourced, and capacity and expertise available.
- **Handover to Production** – All documentation and production support processes are in place.

OUTCOME
Investment is successfully delivered and aligns with agency and government priorities and benefits are being realised