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Change Strategy

Bureau of Meteorology ICT Transformation

MAY 2015
Revision history

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Contact details

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ISS Business Manager

Phone: [Redacted]
# Table of Contents

Bureau of Meteorology ICT Transformation ................................................................. 1

1 About this Strategy ........................................................................................................ 1
   1.1 Purpose & Scope ................................................................................................. 1
   1.2 Glossary ............................................................................................................. 1
   1.3 Strategy Fundamentals ..................................................................................... 2

2 Guidelines for Key Initiatives ....................................................................................... 4
   2.1 Transformation Story & Activities ..................................................................... 4
   2.2 Foundation building initiatives .......................................................................... 5
   2.3 Performance improvement initiatives .............................................................. 7

3 APPENDICES ............................................................................................................ 11
   3.1 Appendix 1 – Development of ISS Pathways ...................................................... 11
   3.2 Appendix 2 – Governance of the ISS Reorganisation ........................................ 13
   3.3 Appendix 3 – consultation process for ISS Reorganisation ............................... 15
1 About this Strategy

1.1 Purpose & Scope

› This Change Strategy has been developed to support the Information Systems and Services (ISS) Division ICT Transformation, and describes the strategic approach to delivering a successful transformation for the Bureau:

› the Change Strategy primarily benefits the ISS Transformation Team and project representatives co-ordinating specific initiatives;
› the Change Strategy explains the fundamentals about change, and how various initiatives are being progressed together in order to make change work within ISS;
› in practical terms, the Change Strategy prescribes guidelines (i.e. standards, preferences and approaches) to manage these initiatives well, and to measure our goals and progress.

› The Change Strategy deals only with initiatives that are considered critical to ICT Transformation, including:

› initiatives that build a foundation for ongoing transformation;
› major enterprise-wide ICT initiatives that provide reform opportunities to ISS;
› internal ISS initiatives that are being pursued because of the goal of ICT Transformation.

› The Change Strategy is best viewed as the core platform that underpins more detailed planning associated with ICT Transformation:

› these plans are highlighted in *italicised* text throughout this document;
› all of these plans will be tabled at the ISS Project Management Committee for endorsement on or prior to 30 June 2015;
› final responsibility for endorsement lies with DDI.

1.2 Glossary

› **BOM**: Bureau of Meteorology

› **Business As Usual (BAU)**: the normal way the business achieves its objectives (activities, actions, operations, and processes).

› **ISS Guiding Principles**: the decision-criteria that informs the choices we take in pursuit of ICT Transformation; typically represented as a list of desired characteristics we wish to see reflected in our structures, systems, processes, and behaviours (*details subject to ongoing development & refinement through roadmapping exercises*).

› **ICT Transformation**: is the narrative around ongoing continuous improvement in ISS’s capacity and capability that will ultimately see us become a modern, agile culture that delivers an ICT advantage for the Bureau.

› **ISS Reorganisation**: is the adoption and transition to a Plan-Build-Operate philosophy and structure within ISS. Involves the review of functions and
requirements, and re-design of existing Branches, Sections, individual roles and reporting lines.

› **Transformation Team:** a small team of people with a mandate to lead the ICT Transformation. It includes DDI, the ISS Business Manager, ISS Resource Manager, ISS PPMO, ISS Transformation Coordinator, O&I representative; Communications representative and an independent Change Advisor.

› Refer to Appendix 4 for a full glossary of terms relating to the ICT Transformation.

### 1.3 Strategy Fundamentals

#### 1.3.1 Planning Requirements

› The Transformation Team’s aim is that the change process they are supporting should reflect the culture ISS is trying to build through the transformation. This includes:

  » transparent communications to address legitimate concerns people will have re: What? Why? How? How to?
  » managers demonstrating leadership in facilitating the process;
  » staff genuinely involved in aspects of detailed design and problem solving.

› The Transformation Team will look to equip participants with proven tools and techniques to do the work asked of them including:

  » engagement processes that are well-defined with clear charters and expectations;
  » opportunities to do targeted skills building so representatives are equipped to meet changing leadership requirements.

› The Transformation Team will aim to bring a sense of coherence to the ICT Transformation noting that

  » coherence means meaningfulness, comprehensibility and manageability accompanies the change process;
  » targeting fewer actually-reinforcing initiatives is preferred over pursuing many activities/initiatives.

#### 1.3.2 Shared Accountability

› This Change Strategy gives effect to these planning requirements by positioning transformation as a shared accountability across management and staff.

› Under this shared accountability model, the ISS Transformation Team will look to create opportunities that ensure ISS members are meaningfully and effectively involved in the change process with opportunities that:

  » go beyond open communications;
  » carry clear accountabilities for ISS managers and staff;
  » mean the ICT Transformation Team is transparent in explaining and managing expectations around decisions that have already been made versus decisions that can be influenced through the process.
In practical terms, shared accountability means a range of engagement opportunities are being actioned in parallel, and on a “fit-for-purpose” basis including:

» **Inform**: we will inform ISS staff and stakeholders on all aspects of the Transformation story and activities;

» **Consult**: will we actively seek feedback from ISS staff and stakeholders on design concepts.

» **Involve**: we will include select ISS staff in the development of the detailed design, commissioning, and resolution of issues associated with the reorganisation;

» **Collaborate**: we will seek direct advice and recommendations on joint efforts to define our shared vision and pathways;

» **Coaching**: we will influence ISS leaders to adapt to changes, new practices and invest in leaders to support transition.

Refer to Section 2 below for further details.
2 Guidelines for Key Initiatives

2.1 Transformation Story & Activities

The Transformation story and activities are about:

› creating an environment in which staff and stakeholders come to understand the “what, why, and how” of transformation as this is considered the fundamental communications challenge for the Transformation Team;

› this Change Strategy responds to this challenge by capturing the transformation agenda in a coherent story that is easy to explain and practical to use;

› The story is depicted below and is one of ongoing continuous improvement.

Key messages that help explain this story include:

» the Realignm ent Project can be viewed as the first step in an ICT Transformation bringing together most of the ICT functions in the Bureau into a single Division;

» the longer-term goal or aspiration is to achieve a status of ICT advantage for the Bureau;

» the ISS Transformation Pathways (refer to Section 2.2) is a new central feature that captures our progression (through “maturity levels”) as we improve our capability and capacity to deliver value;

» 2015 initiatives are those that are particularly important to the next step in our transformation journey, and fall into one of two categories:

  o foundation-building initiatives; are ongoing development endeavours coordinated at a Division-level that support our culture and include the education of staff of our Transformation Story, creation of our Transformation Pathways, and investment in strengthening Connected Leadership;

  o refer to section 2.2 for more information on foundation building initiatives.
○ **performance improvement initiatives**: are Division-specific projects that produce a stepped change in our performance. Our **plan-build-operate** reorganisation, and strategic ICT initiatives such as the Supercomputer Programme, Review of Digital Capability and Workforce Planning, fall into this category;

○ refer to Section 2.3 for more information in performance improvement initiatives.

### 2.2 Foundation building initiatives

#### 2.2.1 Transformation story

› Primary accountability for delivering the transformation story remains with the Transformation Team and ISS Managers, and will be managed through a Communications Strategy that seeks to ensure:

  » ISS staff are motivated to engage with, and contribute to the Transformation Story;
  » ISS staff are able to routinely access and interpret information regarding the transformation and its proposed impact on their part of ISS;
  » there is a genuine dialogue among managers and staff about transformation, and that this is accepted as a key part of the sponsorship accountability held by all ISS leaders;
  » further enquiry and feedback is valued and is the basis of building common understandings about transformation and improved motivation for change;
  » monitoring systems are in place to check for message absorption so that the Transformation Team remains confident where common understandings are being reached, and where blockages exist.

› Refer to the *ICT Transformation Communication Strategy* for further details.

#### 2.2.2 Shared Vision & Pathways

Our shared vision and pathways includes:

› creating an ICT advantage for BOM that is linked to the aspirations set by DDI for a “mode n, lean and responsive ICT capability that drives and delivers the business of the Bureau as well as generates insights and innovative products and services reliably; that is data-centric and user-focussed, and that is an exciting and inspiring place to be”;

› further developing this aspiration into a shared vision and pathways as noted in the Transformation Story noting that:

  » the term “pathways” is used because the behaviours and practices are depicted in terms of different levels of maturity;
  » an illustration of the pathways concept is shown below:
The link between the behaviours and practices to the Strategic Vision is clear:

- progression through the levels of maturity brings gains in performance outcomes;
- reaching a mature or desired status is what's required to achieve the Strategic Vision.

An initial Pathways matrix will be developed by the Transformation Team and endorsed by DDI:

- consideration will be given to mapping the ISS Guiding Principles into three generic themes of people, process, and systems; and using these as the basis for organising descriptors.

ISS members will be engaged through a consultation process that enables them to:

- validate strategic themes;
- review and update descriptions in various stages of maturity;
- input ideas regarding concepts that captures the essence of a strategic vision.

Refer to Appendix 1 for further details of the recommended development of ISS Pathways.

Primary accountability for managing the consultation process remains with the Transformation Team and its independent ISS Change Advisor, and will seek to ensure that the final output encapsulates a focus on capabilities and behaviours that reflect:

- the smart, secure, robust delivery of ICT operations;
- close relationships with users to understand and anticipate needs, shape expectations and deliver sustained value;
- building the core, systems and services to enable digital transformation of the Bureau (digital first);
- adaptable, agile delivery of effective solutions;
- managing and using data as a central, strategic asset, underpinning our products, services and operations; and
- Fostering and improving workforce capability.
2.2.3 Connected Leadership

› The ICT Transformation Story is one of ongoing behavioural change, led and maintained by effective and distributed leadership practice and influence.

› The Connected Leadership initiative responds to this challenge and will operate as a customised group development for extended leadership group.

› Through it, there will be opportunities for leaders to explore changes in core requirements and expectations of leaders in ISS.

› Leaders will be encouraged to initiate action based on common understandings and techniques in relation to immediate transition priorities:
  » Communicating details around the Transformation Story
  » Coaching people in and through transition
  » Chartering and developing effective teams
  » Collaborating with peers, managers, and reports to bed down and leverage new arrangements.

› The program objective of improved capability and confidence will be reflected in a 70:20:10 approach of personal action supported by some level of coaching/mentoring and group discussion/education.

› Primary accountability for designing the Connected Leadership programme remains with the Transformation Team and its independent ISS Change Advisor, and will seek to ensure that it is integrated with BOM leadership and learning agendas.

2.3 Performance improvement initiatives

2.3.1 Overview

This section focuses on the performance improvement initiatives including:

» Reorganisation of ISS;
» Supercomputer Programme;
» Review of Digital Capability;
» Enterprise Architecture; and
» Workforce Planning.

› Each of these initiatives are important enablers to improved performance.

› These ICT initiatives are governed by the ISS Guiding Principles.

› ITIL will support the delivery of these initiatives.

› The roadmapping workshops organised by the PPMO provide the strategic context for these initiatives.

› The transformation challenge is not only that the projects deliver; it is that they deliver in ways that work together, and provide a platform for ISS members to leverage their potential benefits and synergies.

› The reorganisation of ISS is being led by the Transformation Team while the other ICT initiatives are being led by the respective leaders in these areas.
2.3.2 ISS Reorganisation

The ISS reorganisation is a key ICT Transformation activity for 2015.

- The reorganisation of ISS into a plan-build-operate structure is an initial performance improving initiative that will run in parallel with other ICT initiatives currently in train such as the Review of the Digital Strategy, Supercomputer Programme and Enterprise Architecture.

- The reorganisation is the next step in progressing the vision set by the Director for the Realignment Project and by DDI, namely to achieve:
  - Greater agency connectedness;
  - Enhanced capability;
  - Better responsiveness;
  - Improved service delivery to our stakeholders.

- A macro-design of the ISS Division, based on the plan-build-operate principles found in ICT organisations, has been developed and will serve as the model for more detailed reorganisation. That model comprises the following:
  - **Data Programme**: with a focus on realising data as a core Bureau capability;
  - **Plan**: comprising enterprise architecture, digital transformation; (focussing on planning and building digital capability within ISS and across the Bureau) and brokering;
  - **Build**: the building or customising of COTS and GOTS systems for the business, including of tools for data use, and delivery of new channels including a new capacity for fast build projects; and
  - **Operate**: operational support for business applications, platforms, storage and networks, and maintaining particularly the ‘systems of record’.

- ISS members and stakeholders will be engaged through a two-stage consultation process that enables them to:
  - review and clarify the proposed workings of the Division under the plan-build-operate model;
  - have input into the detailed workings (roles, teams reporting relationships) within each Branch.

- Refer to Appendix 2 for additional detail on the governance of the ISS Reorganisation.

- Refer to Appendix 3 for additional details of the consultation program proposed for the ISS Reorganisation.

The consultation phase will occur in June - July 2015.

- Primary accountability for managing the consultation process remains with the Transformation Team who will seek to ensure that:
  - consultation is valued by participants and seen as a genuine opportunity to contribute;
  - all consultative sessions have clear roles, processes and boundaries to help participants focus;
  - major interests and concerns that surface through consultations are given due consideration in the final design;
outcomes of consultation, including details of how major interests and concerns have been addressed, will be fed back to ISS members; 
final decisions/proposals will be supported by full and rational explanations.

Once developed, the structures and functions will be consolidated into a single organisation chart and these will then be provided to ISS staff, at the Branch/Section level, in facilitated sessions led by the Change Advisor.

The agreed functions and structures will then be provided to ISS Project Management Committee for endorsement with the final sign-off by the Bureau Executive Meeting.

2.3.3 Supercomputer programme

At the heart to the Bureau’s weather forecasting and warning services are complex numerical weather prediction models. These models require sophisticated supercomputers to run at the necessary resolutions and time scales using available data as inputs.

The Bureau has operated a supercomputer since 1988 and they need to be replaced every five to seven years. Fund for a replacement supercomputer was announced in the 2014–15 Federal Budget.

The new supercomputer will raise the Bureau’s computing power significantly and will ensure the continued and improved delivery of forecast and warning services.

In the coming year the Bureau will procure a new machine and data centre to host it.

It is expected that the new supercomputer will become operational in July 2016.

The supercomputer will allow the Bureau to run its numerical weather prediction models a much higher resolution and to run them more frequently. The Bureau will also be able to run the models many times over in ‘ensemble mode’ allowing for the first time to ascribe levels of certainty to different weather forecasts.

2.3.4 Review of Digital Capability

Over the last five years, the Bureau has undertaken a body of work, including the creation of a Digital Data Delivery team, to create a digital capability in-house.

A review process is being undertaken to assess and potentially affirm the validity of the strategies, structures and goals pursued and the benefits realised across the Bureau, as well as the direction and necessary funding and resources requirements for ongoing and future development. Some of the questions include:

What have been the outcomes—the successes, benefits, challenges encountered and lessons learned—thus far?

Is the digital capability and delivery model pursued the right fit for the Bureau, or are there alternates that would provide a better fit?

What are the commensurate levels of resourcing required to deliver a sustainable digital capability for the Bureau?

Are there particular strategies, including partnering, that could be pursued, and what are their respective advantages and disadvantages?

What would a future roadmap need to include (for example, opportunities, projects, expertise, and strategies such as a customer strategy)?
2.3.5 **Enterprise Architecture**

› Architecture is a strategic imperative. Agencies undergoing strategic change and transformation all have emphasised the centrality of business and enterprise architecture.

› Architecture establishes the standards that guide decision-making about priorities, change and growth. We cannot change ourselves coherently and effectively without it.

› We also need to ensure that an enterprise architecture itself is adaptive, that is to avoid an overly complex, brittle or arcane architecture.

2.3.6 **Workforce Planning**

› Workforce planning was developed to address the issues surrounding the talent pipeline for the Bureau’s Information and Communication Technology (ICT) job family with a particular focus on the Information Systems and Services (ISS) Division.

› The workforce planning process employed follows the central elements commonly found in most workforce planning methodologies. In particular it draws on both the ANAO and the APSC better practice guides and includes:

  » identification of future business direction and workforce needs in respect of the broader context;
  » analysis of the current workforce through data collection; and
  » recommendations to bridge the gap by identifying and addressing workforce issues through the development and prioritisation of appropriate strategies.

› The sections in the Plan cover:

  » workforce planning initiation and background (segmenting the Bureau workforce)
  » demand analysis (current and future)
  » supply analysis (internal and external)
  » gap identification
  » workforce management strategies
  » action plan.
3 APPENDICES

3.1 Appendix 1 – Development of ISS Pathways

3.1.1 Key Features

› Development is typically by way of a heavily-facilitated process
  » Initial facilitation will be the responsibility of the Change Advisor
  » Consider opportunity for internal facilitation and utilisation/extension of roadmapping sessions

› The Transformation Team will progress an iterative 4-stage development process:
  » Transformation Team will progress initial development of pathways template, and descriptors (current & future state only).
  » Transformation Team will consult and gain feedback from the Extended Leadership Group.
  » Transformation Team will convene a series of management and staff focus groups to review, validate, and further develop propositions. These focus groups will build on previous work and be guided by a short-list of key questions:
    ○ Do these descriptors give adequate meaning to the key dimensions?
    ○ What do you like most about the descriptors?
    ○ Are there any important changes / additions you would make?
  » Constitution of focus groups will include further consideration of large scale and small group formats; mixed groupings/representation; and opportunities to subgroup around specific themes if that is beneficial.
  » Transformation Team will consolidate a final draft document, together with protocols for how pathways will be used to support communications and evaluation activities for review and executive endorsement

› Focus groups will also be utilised to create opportunity for participants to have input into/draft vision statements.
  » Statements (credos) that capture the essence of descriptions in the matrix
  » Use the ‘Vision Statement Reminders’ below to help get started.
    ○ Is it succinct, compelling and attractive?
    ○ Does it capture what we understand from the performing section of the matrix?
    ○ Is it authentic / credible?
    ○ Is it aligned with the wider BOM aspirations?
3.1.2 Facilitator Tips & Techniques

The following tips & techniques are provided to support engagement process:

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<tr>
<th>Step</th>
<th>Tips &amp; Techniques</th>
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| 1. Identify Critical Categories of Behaviour | The categories or “key capabilities” are often identified in strategic or business planning work  
   - draw on analytical results from these activities  
   - look to those areas where system-wide consistency, clarity, and improvement is most needed  
   - Typically, we have found critical capabilities are those that meet the following criteria  
     - They capture the most significant changes the organisation needs to make in behavioural terms;  
     - They will deliver the biggest impact and will drive performance improvement;  
     - They go to the fundamentals of how people and work is organised and operates;  
     - Stakeholders believe they are critical to success  
   - It is important to limit the number of categories identified  
     - Helps provide focus and assists in decision making around priorities (eg, education, communication, resource allocation decisions, improvement efforts) |
| 2. Determine Maturity Levels | Remember each level represents a stepped change in behaviour an practice sufficient to result in a lift in performance outcome  
   - Begin with 3-4 levels only  
   - The distinction between Basic/Foundation and High Performance is clear, so the challenge is to ensure there is sufficient distinction as between the intermediate level(s) |
| 3. Populate Behaviours and practices | Remember, these need to be described in observable/measurable terms  
   - The aim is for distinct descriptors of behaviours at each stage of development or maturity level  
   - Test for internal consistency:  
     - Category – Do the descriptors show a progression relevant to this category?  
     - Interdependency – Do the descriptors make sense when considered together with descriptors in other categories at this same maturity level?  
   - This population effort is a good opportunity for broader consultation and feedback across the organisation |
3.2 Appendix 2 – Governance of the ISS Reorganisation

3.2.1 Approach to Project Management

› The ISS Reorganisation will be led by the Transformation Team as a project.

› Major plans include: Project Plan, to include implementation and review and the Communication Plan. The Workforce plan is being progressed in parallel. These will need to align with other work on business models, architecture, and ICT strategy which will be driven by the Plan and Build Branch.

3.2.2 Transition to Plan-Build-Operate

› The transition to the plan-build-operate structure will occur in August till September 2015 and involves the virtual and physical movement of staff into their new functions and structure. It will include:

   » publishing the transformed ISS Organisation Chart
   » consultation with Bureau stakeholders including HR, FBB, SMM, Divisional Business Managers and PPMOs.
   » liaison with HR on the update/creation of job descriptions and any recruitment actions that result due to the new structure.
   » liaison with FBB on the financial implications of the move and the update of cost codes into the new structure.
   » accommodation relocation into the new functional groups.
   » Formal cut-over to the new structure.

› A review will be carried out by the Change Advisor following the initial implementation and recommendations provided to the ISS Leadership team on lessons learnt and tools for managing a change culture that supports ongoing transformation. The timing for this review is expected to be in October till November 2015.

3.2.3 Issue Resolution

› Issues and tensions are to be expected and will be treated by the Implementation Team as positive engagement with the change process.

› Issues will be grouped and themed.

› Major themes will be subject to collaborative discussions with ISS members:

   » Investigations focus on genuine discovery of tensions and underlying causes; not pre-determined judgments about “right and wrong”;
   » People involved in the issue remain involved in the dialogue where possible;
   » Whilst resolving issues at the source is important; escalation procedures remain in place, are transparent, and operate with integrity.

› Monitoring systems capture results and trends and facilitate action on systemic gaps, and changes to strategy and plans.
3.2.4 Review & Update to Change Strategy

› ISS Transformation is a continuous activity that will be reviewed at regular intervals to ensure that the structure and functions of the Division are meeting the requirements of the Bureau.

› At the completion of the ISS Reorganisation project a review will be carried out by the Change Advisor and recommendations provided to the ISS Leadership team on lessons learnt and tools for managing a change culture that supports the on-going ICT transformation.
3.3 Appendix 3 – consultation process for ISS Reorganisation

3.3.1 Functional Design – Round 1

› **Objective:** Familiarisation with *Plan-Build-Operate* model

› **Materials:**
  » Schematic highlighting branches and the associated functions
  » Explanatory: Notes section will provide some confirmations that explains the workings of the structure.

› **Consultations:**
  » Format: a series of focus groups (2-2.5 hrs) is proposed.
  » Membership: Focus groups will comprised mixed groupings; staff & stakeholders.

› **Feedback Questions:**
  » In what ways does this structure bring our guiding principles to life? Some examples.
  » What will be the major benefits for BOM/for staff in moving to this structure?
  » What will be the major challenges (if any) in moving to this proposed structure?

3.3.2 Organisation Design – Round 2

› **Objective:** Clarify functions and interfaces with *Plan-Build-Operate* model

› **Materials:**
  » Schematic and overview
  » Design Checklist – refer below.

› **Consultations:**
  » ISS management and staff
  » Establish representative Design Advisory Groups.
    ○ 4-6 members – managers & staff only
    ○ Separate DAGs for Plan, Build, Operations
    ○ Role is to develop propositions in response to Design Checklist
    ○ Facilitated by Change Advisor; use of evaluation criteria – customer, quality, engagement
    ○ Plan around 4-5 x 2 hour meetings
  » Broader ISS Engagement
    ○ DAGs run targeted outreach - Focus groups (2-2.5 hrs)
    ○ Test, validate, & refine propositions

› **Design Template:**
  » Refer over page for draft
  » To be reviewed and confirmed with Transformation Team and DDI.
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<th>Focus</th>
<th>Key Questions</th>
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<td><strong>Role &amp; Purpose</strong></td>
<td>› What is the specific role of # in the business?</td>
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<td>› What customer(s) does # service? Are some more important than others?</td>
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<td>› What is the inherent value of # to the business (if any) beyond the outputs/deliverables?</td>
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<td><strong>Core Functions</strong></td>
<td>› What functions form part of this #?</td>
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<td>» Current ISS Functions</td>
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<td></td>
<td>» Opportunities for new or potential work or services</td>
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<td></td>
<td>› What changes will this require within ISS or BOM?</td>
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<td><strong>Team Structures</strong></td>
<td>› What are the work structures in # required to get the job done</td>
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<td></td>
<td>» What teams exist, and what are they responsible for – activities?, results?</td>
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<td></td>
<td>» What specialist or individual roles outside of teams and what are they responsible for?</td>
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<td>› What is the role of team members?</td>
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<td>» Generalist roles – analysts</td>
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<td>» Specialist roles (if any)</td>
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<td></td>
<td>» Minimum requirements (all members)</td>
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<tr>
<td><strong>Management Structures &amp; Systems</strong></td>
<td>› What is the role of senior management within #?</td>
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<td>› What are the designated reporting structure</td>
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<td>» Hard reporting lines?</td>
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<td>» Soft reporting lines?</td>
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<td>› What coordination will need to exist between:</td>
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<tr>
<td></td>
<td>» This team and other teams within this #?</td>
</tr>
<tr>
<td></td>
<td>» This team and executive?</td>
</tr>
<tr>
<td></td>
<td>» This team and other groups, teams, and/or Committees?</td>
</tr>
<tr>
<td></td>
<td>› What information needs to be communicated within #? Who communicates? How? How often?</td>
</tr>
<tr>
<td></td>
<td>» How will teams communicate with other teams and with management?</td>
</tr>
<tr>
<td></td>
<td>» How will management communicate with teams?</td>
</tr>
<tr>
<td></td>
<td>» What management/information systems will operate to provide information in a useable and retrievable format?</td>
</tr>
</tbody>
</table>
### Capability Development

- What are the capabilities that need further development if # is to achieve its full potential?
  - Technical?
  - Inter-personal/social?
  - Leadership?

- What approaches to training and development plans:
  - Who will receive training?
  - Who will deliver training? How?
  - How will # ensure that skills have been learned and maintained?

### Work Processes

- What should # do to ensure its core processes are effective and efficient?
  - What the performance standards, and how well are they being met?
  - Monitoring arrangements?

- What are the opportunities to create capacity through simplifying/re-designing prevailing processes?