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Delivery Model Option Assessment Guide

Guide, approach and templates to help government organizations assess delivery model options

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Contents

I Introduction

A. Objectives

The purpose of this guide is to help government organizations review the delivery model for a service, and more specifically, determine and examine potential options to more efficiently deliver the service. The charts and templates are available in a separate PowerPoint document.

Options may include varying levels of centralization/decentralization, shared service delivery, alternative service delivery, public-private partnerships, or partial or full privatization.

The objectives of the delivery model option assessment are:

- Review the effectiveness and efficiency of the current delivery model
- Identify the full range of potential delivery model options
- Assess the delivery model options based on a clear and agreed upon assessment framework
- Develop an implementation plan for the selected delivery model.

B. Key success factors

We have identified below challenges typically encountered during similar assessments and measures used to address them from a change management perspective.

- **Confirmation of strategic directions and priorities.** A complete understanding of key external trends, internal issues and strategic priorities are critical to the analysis. An environmental scan is critical.
- **Assessment of risks.** Changing delivery models entails a number of risks, for example, what will be the respective powers and responsibilities of the service providers under each delivery model option? How will financial risk be distributed between the parties? What will be the incentives? How will ministerial and parliamentary oversight of decisions and the future effectiveness of the services be maintained?
- **Confirming stakeholders, expectations and satisfaction levels.** Stakeholder interviews should be carried out to help to identify any major issues or concerns of stakeholders.
- **Scoping of expenditures.** Determining the full scope of expenditures that apply to a specific service can be a challenge. Other specific issues will arise; for example, choosing a specific date to report all expenditure and resource information, the quality and reliability of the expenditure information in the corporate systems.
- **Benchmarking of delivery models and best practices.** Evidence from benchmarking against other governments within Canada or internationally can help to identify alternatives to be examined, and clarify considerations such as the appropriate level of risk, control and accountabilities based on the experience of other jurisdictions. Time consuming, benchmarking is always controversial given the need to compare “apples to apples”, and that people will always question the reliability of the comparisons. Potential data sources can include information from previous benchmarking studies, and web information on similar agencies in other countries. Selected interviews may be useful if these can be arranged.
- **Reaching a common understanding of opportunities for improvement and proposed delivery models.** Managers and stakeholders will have completely different understandings of the same opportunity or delivery model. Sufficient time must be allowed for managers to understand the implications of each delivery model option, and consider their merits and feasibility and chances of success. Therefore the reason for the emphasis on an ongoing opportunity list, identification of the delivery model options at an early stage that can be revised during the project, and a validation process to review the delivery model options.

C. Overall approach

The overall approach provides for a baseline assessment of the current delivery arrangements in place, the identification of gaps, assessment of delivery model options, and development of implementation plan. The overall methodology is summarized in the chart below that identifies the key steps conceptually. Some key assumptions are:

- Benchmarking is used to provide input to the development of the delivery model options as the experience in other jurisdictions may help with the evaluation of the delivery model options
- A gap assessment phase helps to identify the broad horizontal opportunities for improvement that may have an impact on determining and assessing the delivery model options
- Determining the options should be done in an iterative manner right from the outset as opposed to a distinct step as sufficient time must be provided to consider the options, and the options will be refined as the project progresses.

Project Planning

- Confirm scope of review
- Develop work plan
- Confirm project management/reporting arrangements
- Obtain documentation (e.g., previous studies, business plans)
- Obtain financial/cost information

Baseline assessment (review of current situation)

- Develop "as is" program baseline
- Do inventory of existing costs
- Assess stakeholder expectations and satisfaction levels
- Identify key risks
- Review current performance

Gap analysis (what should be done)

- Validate activities against strategic plan and priorities
- Collect benchmark information on delivery models
- Identify performance gaps
- Estimate resource issues

Assess service delivery models (options in the way ahead)

- Consider service delivery options
- Assess costs and benefits
- Identify resource implications of service delivery models
- Develop strategies to address resource gaps

Implementation planning

- Describe the preferred service delivery model
- Identify major projects and critical path in the way ahead
- Prepare project work plans

II Methodology

The key deliverables from the methodology as outlined below are:

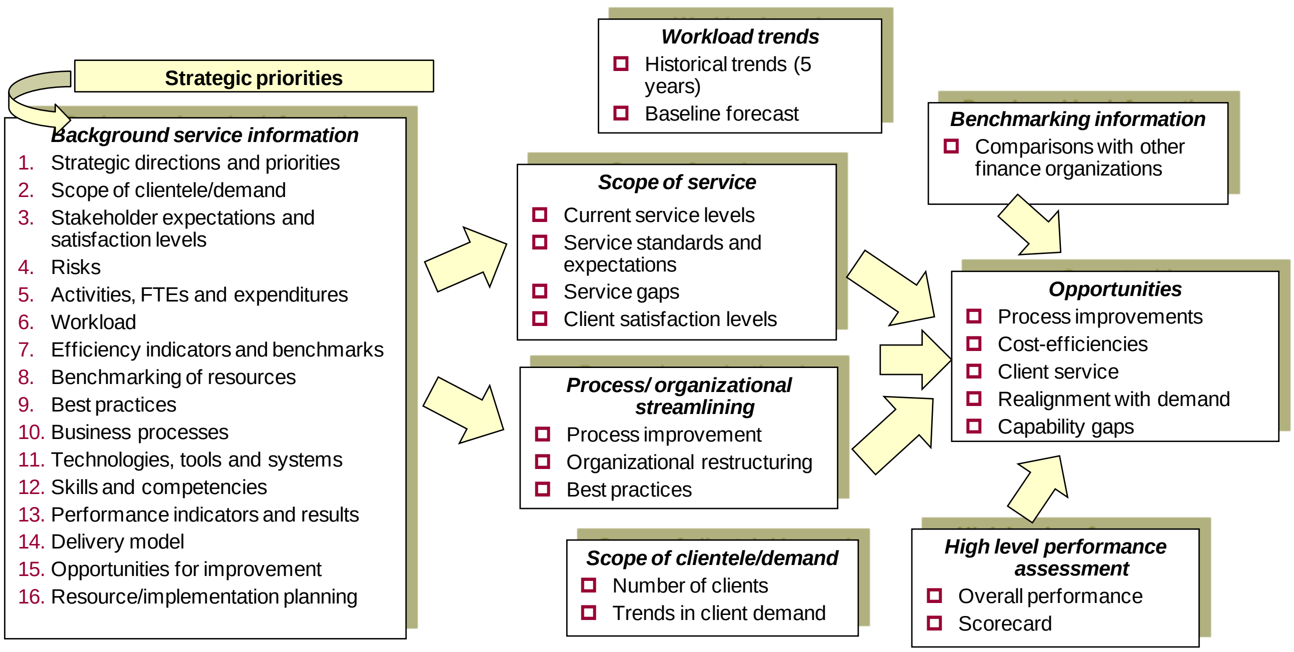
- **Baseline assessment.** Covering the elements described above so as to ensure a clear and common understanding of the current situation and major issues.
- **Delivery model options.** The opportunities identified to address major gaps as well as the delivery model options that could be considered. A preliminary list of both is established early in the project and then revised as further information and analysis and becomes available. Summary profiles should be prepared for the major opportunities and delivery model options.
- **Assessment framework.** Includes the criteria and the overall approach for assessing the delivery model options.
- **Assessment of delivery model options.** A detailed profile would be prepared for each delivery model option as outlined in the previous section; this is essentially a business case analysis that includes all the key evidence and becomes of the focus of management attention as the project advances. Then an assessment of the delivery model options is documented as per the assessment framework.
- **Integrated implementation strategy and transformation plan.** A high level work plan is prepared to highlight the timelines and the interrelationships. This integrated plan would be based on the work plans and timelines that have been prepared for each opportunity and the selected delivery model.

In addition, project management deliverables typically include:

- A detailed **project plan**
- **Written progress reports** based on the initial plan, documenting work done, next steps, problems or issues encountered, and proposed solutions.
- Slide deck **presentations documenting findings and recommendations** for the review by senior management at critical stages of the analysis.

A. Phase I-Baseline assessment

The baseline assessment provides senior management the current state of delivery based on an in-depth analysis of program activities and costs in relation to risks, performance, benchmark comparisons and best practices. The key elements of the baseline assessment are summarized in the chart below.



The proposed methodology uses a *checklist* to guide the review of the current situation. Our experience is that each and every element needs to be examined as there are always surprises — an activity may be much more time consuming or costly than expected when subjected to objective and quantitative analytics. This assessment also allows senior management to assess the implications of proposed changes to the delivery model. The baseline assessment will also generate opportunities which can be assessed in depth, prioritized from an organization-wide perspective, and used to develop an implementation plan. The information for the baseline assessment would be collected through:

- **Document review.** Including the environmental scan, web information, prior reports, etc.
- **Interviews with key departmental representatives.** This would typically involve interviews with managers responsible for the delivery of the service.
- **Interviews with selected stakeholders** (inside or outside the organization). These interviews are normally done after the manager interviews.
- **Web benchmarking** (or interviews with selected benchmark organizations as appropriate) to review the delivery models used in other countries or other jurisdictions.
- **Validation of the baseline assessment** with the process owners, project authority and steering groups.

The checklist: 14 items to be assessed in the baseline assessment

1. **Strategic directions and priorities.** The objectives, the legislation and regulations in place, history, key challenges, the overall context and pressures on the service, and the strategic priorities at this time.
2. **Scope of clientele/demand.** The number and type of clients served, external (e.g., public, other federal departments or levels of government) or internal (managers, employees), and the overall demand for the service.
3. **Stakeholder expectations and satisfaction levels.** Stakeholder feedback and client surveys/evaluations can be used to assess stakeholder satisfaction levels.
4. **Risks.** Key risks being addressed, including level of risk, whether the risk is increasing, decreasing or stable, mitigation measures in place and gaps that exist.
5. **Activities, FTEs and expenditures.** The main tasks, products and approximate full-time equivalents by activity; and expenditure information reported by object, ideally over a three to five year period, identifying high cost items.
6. **Workload.** Is workload increasing, decreasing or stable? Forecasting the workload in the way ahead, and establishing a baseline for future planning and resource management.
7. **Efficiency/productivity indicators.** The unit cost of activities compared to external benchmark standards, and actual productivity versus targets.
8. **Benchmarking of resources.** How current costs compare with those of other similar organizations.
9. **Best practices.** Current processes compared with those of other similar organizations, delivery models, and best practices.
10. **Business processes.** High level process maps for activities that are process oriented, identifying the key steps and the various parties involved within the department and opportunities for process improvement ("as is" and "to be").
11. **Technologies, tools and systems.** Key tools such as information systems, technologies, or reference guidelines that are used to support the work, any gaps or issues that may exist, and technology improvement projects in the way ahead. For example, this would include the inventory of tests currently carried out, quality assurance measures in place.
12. **Skills and competencies.** Are there gaps in the skills and competencies required? The main skill requirements for each activity, gaps or issues that may exist in terms of vacancies and/or competencies, and HR strategies in the way ahead.
13. **Performance.** Performance levels achieved in relation to resources with a view to improving performance or shifting resources to or away from non-performing services.
14. **Delivery model.** How the current services are delivered, key distinguishing features, and the organizational delivery structure in place.

Key analytical steps of the baseline assessment

1. Strategic directions and priorities. It will be critical to confirm the objectives of the service, applicable legislation and policies, the history and evolution of the service, key challenges, and strategic directions and priorities.

2. Scope of clientele/ trend in demand. This element identifies the key client/beneficiary groups and examines the level of demand for the program/ services, the trend in the demand, and the key workload drivers that influence the demand for regulation. The trend over five years should be analyzed to the extent possible.

Indicators of demand	2007-08	2008-09	2009-10	2010-11	2011-12	Trend (Increasing, Decreasing, Stable)
xxxxxxxx						
Etc.						

Key questions

- *What is the overall level of demand for regulation? What is the trend (stable, decreasing, increasing)?*
- *Are resources aligned with the level of demand?*
- *What are the key workload drivers?*

3. Stakeholders, expectations and satisfaction levels. This element confirms who the key stakeholders are, their expectations and shifts in these expectations, stakeholder satisfaction levels, and issues and gaps in meeting stakeholder expectations. Based on manager/stakeholder feedback, consultations, interviews and drawing from client surveys/evaluations, stakeholder expectations are summarized as well as trends in stakeholder satisfaction levels (high, medium or low satisfaction level), issues and gaps identified and proposed opportunities for improvement.

Stakeholders	Expectations	Level of satisfaction (high, med, low)	Issues/Gaps
xxx	• xxx • xxx • Etc.		
xxx	• xxx • xxx • Etc.		

4. Risks. Identify for each program/service the key risks, the extent to which these risks are currently being addressed, whether the risk mitigation measures are adequate, and whether existing resources are aligned with the highest risks. These risks can be external (e.g., health related) or internal (e.g., availability of specialized expertise). Information is reported on the level of risk (if available), whether the risk is increasing, decreasing or stable, mitigation measures in place and gaps that exist, and the overall level of priority of the risk. An example is shown below.

4. Risks	Impact (hi, med, low)	Likelihood (hi, med, low)	Trend (increasing, decreasing, stable)	Mitigation measures (and gaps)	Priority (hi, med, low)
xxxxx					
Etc.					

5. Activities and full-time equivalents (FTE). Identify for each program/function the activities, the number of full-time equivalent (FTEs) supporting each activity, and the main tasks, products and any service delivery issues or gaps associated with the activity. The activities are described at a summary level and then at a more detailed level. At a summary level activities would be ranked from high to low by the number of FTEs and expenditures so as to highlight those activities that consume the most resources.

5. Scope of activities	Expenditures		FTEs	
Activities	$	%	No.	%
xxxxx	$_____	__%	__ FTE	__%
Etc.	$_____	__%	__ FTE	__%
Total	$_____	**100%**	**__ FTE**	**100%**

The activities would also be described at a more detailed level, showing the existing FTEs, required FTEs, key outputs and an assessment of the current funding level, gaps and opportunities for improvement. This information is typically collected through interviews with the responsible staff.

Org	Activities	Description of tasks	Existing FTEs	Outputs	Assessment of current delivery level
xxxx	xxxx	▪ xxx ▪ xx	__ FTE	▪ xxx ▪ xxxx	▪ xxxxx
xxxx	xx				

Design steps

1. **Confirm the activities as well as the number of full-time equivalent (FTE)** supporting each activity and their organizational and physical location within the organization. Sample financial activities, tasks and outputs are provided in the chart above. This information is typically collected through interviews with the responsible managers and staff as well as documentation review. A **questionnaire** may be used to collect FTE information where the activities are highly standardized and there is not a high risk of inconsistency of interpretation in identifying the number of FTEs.
2. **Describe the activities at a detailed level.** Using the Program Activity Architecture (PAA) as a starting point, identify for each activity the main tasks, outputs/ products and approximate full-time equivalents (FTEs).
3. **Assess current delivery level.** Provide a summary assessment of the current delivery and capability, gaps and opportunities for improvement for each activity.
4. **Include FTEs for only funded positions**—exclude vacant positions in the organizational chart that may be approved but are not funded.
5. **Identify opportunities for improvement and/or adjustments in resource levels** (e.g., number of FTEs) based on assessment of the current delivery level.

Expenditures. Expenditure information is reported by object, typically over a three to five year period and by the major functions and organizations covered in the baseline assessments, so that major expenditures can be highlighted and an assessment made as to whether expenditures are stable, decreasing or increasing. Costs would also be analyzed according to other attributes (e.g., activity, product, process step), depending on the availability of the information. The trend in overall expenditures would be examined, identifying major cost items and the mix between salaries and operating costs. If useful, actual spending would be compared to budget to identify any significant lapsing of funds.

Trend in Expenditures			
Object	**FY 2009-2010**	**FY 2010-2011**	**FY 2011-2012**
Regular salary--indeterminate personnel			
Regular salary--casual & determinate personnel			
Overtime			
Professional and special services			
Travel			
Other transportation costs			
Training			
Materials & supplies			
Publishing, printing & exposition services			
Postage, freight, express & cartage			
Accommodation			
Other rentals			
Telecommunications services			
Repair and maintenance			
Capital			
Grants & contributions			
Total			

Design steps

1. Report cost information by object, over a three to five-year period, for the major organizations covered in the baseline assessment.
2. Assess the trend in overall expenditures (whether increasing, decreasing, stable), what major cost items exist, and the mix between salaries and operating costs.
3. Expenditures may also be analyzed according to other attributes or perspectives (e.g., by activity, program, output, organization, region, service delivery channel, stakeholder group in the case of Gs & Cs), if appropriate and depending on the availability of the information.
4. Examine actual spending versus budget, and lapsing of funds.

6. Workload. For transactional activities, identify the number of transactions, assess whether workload is increasing, decreasing or stable, and consider the impact of any fluctuations or surges in workload. Establish the baseline forecast for the way ahead, and use this to help determine the capacity required of the program. Assess the implications of recurring surges in workload. This information would also be used to estimate the unit cost for key transactions and how this compares with benchmark standards for similar agencies in other provinces or countries.

Activity	Workload indicators	2009-10	2010-11	2011-12	2012-13	2013-14	Baseline forecast
xxx	xxx						
	xxx						

Key questions

- *Is the workload increasing, decreasing or stable?*
- *What is the projected workload in the way ahead?*
- *How much does this workload fluctuate during the year, or from year to year?*

7. Efficiency indicators and benchmarks. Establish efficiency/ productivity measures for the program/service and, to the extent that data is available, compare productivity with internal efficiency standards/targets as well as external benchmarks.

Efficiency/ productivity indicators	Actual efficiency/ productivity	Efficiency/ productivity target	External benchmark	Assessment
xxx				
xxx				

Key questions

- *What are the key indicators used to measure the efficiency/ productivity of the program/service?*
- *What is the trend in the level of efficiency/ productivity?*
- *How does this productivity compare with external benchmarks?*
- *What opportunities exist to improve efficiency? What are the main barriers?*

8. Benchmarking of resource levels. To the extent that information is available on the resources of similar agencies in other jurisdictions at the federal or provincial level or in other countries, assess how current resources compare with those of similar organizations—ideally compare resource levels (e.g., number of full-time equivalent, budget) to those of organizations of similar size or with a similar mandate.

9. Best practices. Identify best practices, and assess the capabilities of the organization against these best practices. This information would be collected from a number of sources, including web search, interviews with staff and stakeholders, the results of previous studies, literature review.

Activity/ Element	Examples of Best Practices	Extent of implementation
xxx	▪ xxx ▪ xxx	▪ Xxx

Key questions

- *What best practices or service innovations have become more prevalent in the delivery of the program/ service in other organizations/ jurisdictions?*
- *Is the program/ service keeping up with new trends and best practices?*

10. Business processes. Prepare high level process maps and work flows for activities that are process oriented, identifying the key steps and the parties (internal and external) that are involved at each step. The focus would be on identifying potential improvement and streamlining opportunities, as well as assessing the impact of technologies on the processes. For each process, identify the scope of the process, key challenges and issues, and process management strategies in view of process improvement.

Scope. Includes xxxxx.

Challenges and issues.
- xx
- Xx

Process design strategies.
- Xxx
- Xxx

Process xxxxx

Process steps	Lead
xxx	
xxx	
Etc.	

11. Technologies, tools and systems. Identify key tools such as information systems, technologies, or reference guidelines that are used to support the processes, and any gaps or issues that may exist. Key questions are: do the existing tools and systems used to support the process reflect best practices? Do the technologies need to be updated? Are efficiencies possible? Is the information being used to best manage resources?

Activity	Tools/Systems	Issues/Gaps
xxx	▪ Xxxxx ▪ xxxxxxxx	▪ Xxxxxx ▪ xxxxxxx
xxx	▪ Xxxxx ▪ xxxxxxxx	▪ Xxxxxx ▪ xxxxxxx

Key questions
- *Do the existing tools and systems reflect best practices?*
- *Do the technologies need to be updated?*
- *Are efficiencies possible?*

12. Skills and key competencies. Identify the skill requirements for each process and gaps or issues that may exist in terms of competencies at the organizational level. Identify key human resources challenges facing the programs, and the functional skills and competencies that will be required in the way ahead. Also examine the vacancy rate, and whether there have been challenges in recruiting staff.

Activities	Job Positions	Key Competencies	Gaps
xxx	▪ xx ▪ xx	▪ xxx ▪ xx ▪ Etc.	▪ Xxxxx ▪ xxxx
xxx	▪ xx ▪ xx	▪ xxx ▪ xx ▪ Etc.	▪ Xxxxx ▪ xxxx

Key questions
- *Are there gaps in the skills and competencies?*
- *How many vacancies are there? Has staff retention been an issue?*
- *Is the mix of skills staff and expertise appropriate?*
- *Are classification levels at an appropriate level? Are they comparable with those in other departments/ agencies?*
- *Do current competencies meet the required standard?*

13. Performance. Confirm the program standards and performance indicators used to measure success of the programs and activities. Using existing information, confirm current levels of performance assessment against these indicators, based on quantitative or qualitative information that is available. The performance results can be presented in tabular format as shown below, and rated as to whether they are at target, approaching target, major gap, above target, etc.

Performance results

Performance Indicators	Target/ Service Standards	Performance*
xxxx	xxx	xxxx
xxxx	xxx	xxxx

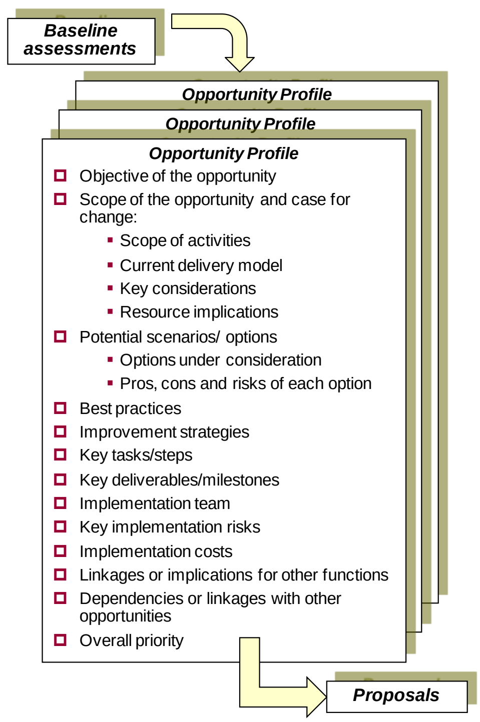
** Major gap, below, approaching, meet, or above target*

14. Delivery model. In reviewing the delivery model, examine the level of centralization/ decentralization, best practices, use of external resources, the level of cooperation and working relationships with clients/stakeholders, the extent to which staff are embedded within sectors/branches, and whether synergies exist between the various services provided across the organization. This assessment is used to identify organizational issues in terms of mixed accountabilities or the need for stronger horizontal relationships, and whether overlap/duplication exists.

B. Phase II--Gap analysis

The baseline assessment will identify a certain number of opportunities for improvement or cost-efficiency, and suggest potential delivery models.

A summary profile should be prepared for each opportunity. This is to ensure that each opportunity is examined in sufficient depth to ensure a common understanding of the scope of the changes proposed, their feasibility and an assessment of the pros, cons and risks of the options. The opportunities will then be validated with the key stakeholders.



The analysis of the opportunities and preliminary delivery models would be done in stages:

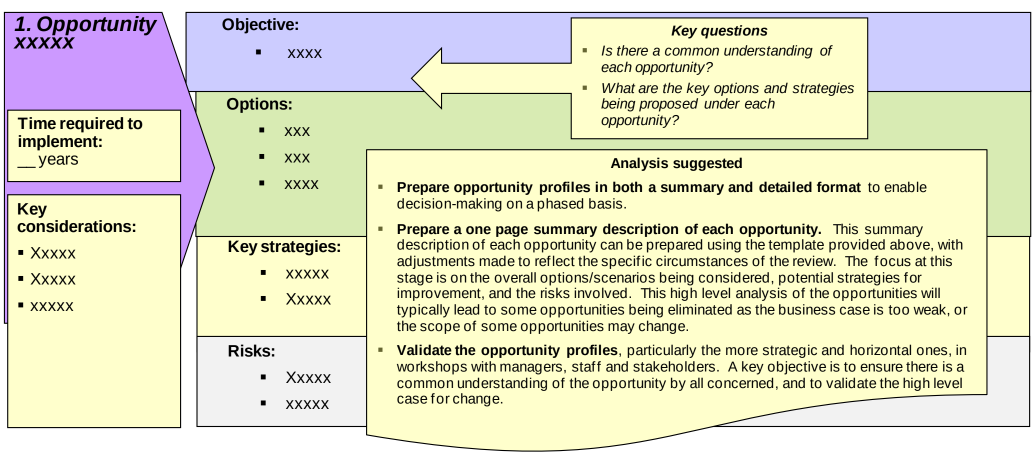
- **Opportunity list.** A first draft list of the opportunities would be prepared as it is critical to have sufficient time to consider the merits of each opportunity, and to make changes to the opportunity list as more information becomes available. At its summary level, the opportunity list includes a one or two line description of the rationale of each opportunity and major risks.

Themes	Potential Opportunities to Explore/Assess	Key Risks	Cost / FTE implications
			$___ / ___ FTE
		Total	$___ / ___ FTE

Analysis suggested

- **Identify performance gaps and improvement opportunities**, considering strengths and weaknesses, issues and risks identified, performance results and gaps, and the benchmarking findings.
- **Group the opportunities by major themes** (e.g., mandate issues, changes to the delivery model, centralization, shared services, service levels or program standards, process improvements, standardization, organizational realignment, competencies, centralization, outsourcing, user fees and cost recovery, technology, infrastructure improvements).
- **Present opportunities to senior management.** Senior managers and staff will need time to digest the findings before making definitive conclusions regarding the priorities and potential opportunities. The opportunity list should be presented to management as early as possible and then revised as new information becomes available.

- **A one page summary description of each opportunity.** This high level analysis of the opportunities will typically lead to some opportunities being eliminated as the business case is too weak, or the scope of some opportunities may change.



- **A summary description of each delivery model option.** A template is provided on the following page that can be used at both the summary and detailed level to describe each delivery model option. The opportunities will provide direction as to the most suitable delivery model options as options that work against the opportunities identified will necessarily be eliminated from the outset.

Template for profile of each delivery model option

A. Objective
- What is intended by the delivery model

B. Resource implications
- In salaries and operating spending, and full-time equivalent (FTE)

C. Scope of the deliver model option and case for change
- Activities covered
- Description of the delivery model and rationale
- Potential benefits and disadvantages of opportunity
- The high level business case that is being made for this opportunity

D. Impact
- Effect on internal and external stakeholders

E. Risks
- Description of the potential risks related to this delivery model option

F. Best practices
- Best practices that are applicable to this delivery model

G. Improvement strategy
- Key strategies or changes to the delivery model that are being proposed

H. Key tasks/steps
- Description of tasks required to implement this delivery model

I. Timeline
- Time required to implement

J. Implementation team
- Key organizations that would need to be involved in implementing this delivery model
- Identify who would be the lead

K. Implementation costs
- Estimate of implementation costs

L. Linkages or implications with other functions
- HR, Finance, Communications

C. Phase III-Assessment of delivery model options

This stage entails a more detailed analysis of the delivery model options, including an assessment of the advantages, disadvantages, risks and costs of each option.

Validation of the delivery model options

The delivery model options will depend on the outcome of the analysis, and strategic directions and priorities. Describe each delivery model option using a common template (see previous page). There are typically 3-5 delivery model options.

Development of assessment criteria and option evaluation framework

For example, assessment criteria such as fulfilling legislated mandates, ability to react quickly to emerging issues, financial costs and cost effectiveness, access, and control. For example, the assessment framework could include:

- **Strategic assessment.** The extent to which each delivery model addresses the key questions or strategic issues facing the organization
- **Potential performance of each model.** Performance indicators that could be used to assess the effectiveness and efficiency of each delivery model option
- **Relative costs and benefits of each model.** Pros, cons, risks and costs of each delivery model.

In assessing the models, key overall questions may be identified that need to be addressed by the delivery model selected in the way ahead.

To what extent do the delivery model options address strategic issues facing the organization?

Agree on the key issues to be considered when assessing the delivery models. These issues are typically higher level and more strategic in nature. Some examples of key issues that may need to be addressed are provided below:

- Clarifies accountabilities:
  - Enables the organization to focus on core accountabilities
  - Provides organization sufficient access to services
  - Supports transparency of the financial impacts of decisions
  - Enables the organization to better implement its mandate
- Increases efficiency:
  - Leverages economies of scale
  - Results in optimal use of assets
  - Controls costs
  - Results in best value for the Crown
- Fosters innovation and new technology:
  - Supports the introduction of modern technology and work practices
  - Manages client/stakeholder relations
  - Fosters environmental sustainability
  - Provides a safe and healthy work environment

- Manages risks:
  - Ability to react quickly to emerging issues
  - Provides the organization sufficient control
  - Ensures compliance with relevant authorities and standards

What would be the relative performance of each delivery model?

The delivery models can be assessed against a common list of performance indicators. For example, this could include indicators related to client satisfaction, responsive service, quality management, environmental sustainability, and efficiency. Indicators should be selected that apply regardless of the delivery model and that can be compared between delivery models. The comparison would be done on a qualitative basis where no quantitative information exists.

What are the relative costs and benefits of each delivered model?

Conduct the traditional comparison of delivery models based on pros, cons, risks and costs. In addition, we would assess and describe:

- Similarities and differences between the models
- The applicability of each delivery model to organizational objectives
- The likely impact if a specific model was to be adopted
- The main implications for the organization of moving from one model to another.

D. Phase IV-Implementation planning

For the selected option, draft a high-level implementation plan. The key elements of this plan could include:

- Key steps and timeframe
- A prioritization of the opportunities, and identification of key interdependencies
- Grouping of opportunities by work package or project
- The sequencing of the work packages in the short, medium and long term
- The interrelationships between the work packages
- The proposed timelines
- An integrated implementation plan
- Accountabilities for leading and delivering specific projects or key elements of the plan.

Short term (12 months)	Medium term (1-2 years)	Long term (2-3 years)

Organizational realignments

Work Package xxxxxxx
Opportunity xxxx
Opportunity xxxx
Opportunity xxxx
Opportunity xxxx
Opportunity xxxx

Work Package xxxxxxx
Opportunity xxxx
Opportunity xxxx
Opportunity xxxx
Opportunity xxxx
Opportunity xxxx

New service delivery model

Key questions

- *What are the key steps and timeline being proposed for implementation?*
- *Do certain opportunities need to be implemented first to enable others?*
- *How will the opportunities identified be translated into improvement projects or work packages?*

Work Package xxxxxxx
Opportunity xxxx
Opportunity xxxx
Opportunity xxxx
Opportunity xxxx
Opportunity xxxx

Process improvements

Work Package xxxxxxx
Opportunity xxxx
Opportunity xxxx
Opportunity xxxx
Opportunity xxxx
Opportunity xxxx

Technology improvements

Work Package xxxxxxx
Opportunity xxxx
Opportunity xxxx
Opportunity xxxx
Opportunity xxxx
Opportunity xxxx

Design steps

1. **Prepare an overall critical path** that shows how the opportunities are interrelated (to the extent that they are), the sequencing of the opportunities (if applicable), and the overall timeframe foreseen for their implementation.
2. **Prioritize the opportunities**, and identify the interdependencies
3. **Group opportunities by work package or project**
4. **Determine the sequencing of the work packages** in the short, medium and long term. Identify the interrelationships between the work packages.
5. Identify the **proposed timelines**
6. Identify the **resource implications by phase** (i.e., short, medium and long term)
7. Prepare **transformation plan**
8. Prepare **project charters.**

III Work Plan

A. Work plan steps by phase

The project work plan is presented below identifying the key tasks anticipated at each phase.

Project work plan

Phase I—Baseline Assessment **(including project planning)**	1. **Prepare detailed work plan.** Review methodology and approach with key authorities. Agree on changes to the proposed methodology, and adjust the work plan and schedule accordingly. 2. **Review documentation and web information.** 3. **Prepare data collection instruments.** For example, interview guides, list of interviewees. 4. **Conduct interviews of key departmental representatives.** Conduct in-person interviews to collect baseline information and confirm issues. 5. **Prepare analysis and reports of existing expenditures.** 6. **Conduct selected stakeholder interviews.** As required, depending on the type of service provided. 7. **Collect and assess benchmark information.** Compare scope of activities, delivery model and resource levels to those of other similar agencies in other jurisdictions internationally or to other similar organizations. 8. **Identify opportunities.** Identify major issues, gaps and opportunities for improvement. 9. **Identify delivery model options.** Prepare preliminary list of delivery model options, and prepare summary descriptions of the models. 10. **Prepare baseline assessment report.** As outlined in the methodology, prepare baseline assessment including stakeholder map and assessment, risks, activities and resources, current delivery model, key processes, service standards and performance indicators, workload, competencies, as per the standard methodology, checklist and templates. This report should also include the opportunities and preliminary list of delivery model options. 11. **Validate baseline assessment.** With steering and working groups.
Phase II--Gap assessment **(including preliminary description of delivery model options and assessment framework)**	12. **Develop summary opportunity profiles.** Prepare one page profiles for the major opportunities identified. 13. **Prepare summary profiles of delivery model options.** Prepare summary profile of delivery model options, identifying potential benefits, disadvantages, risks, and costs. 14. **Validate opportunities and delivery model options.** Conduct validation sessions with senior management and other broader validation consultations as required, to review the delivery model options. Update delivery model options based on feedback received. 15. **Prepare assessment framework.** Identify assessment criteria and develop overall approach to evaluate the delivery model options. Consult and reach agreement with the working group on the assessment framework.

Phase III--Assessment of delivery model options	16. **Prepare detailed profile of each delivery model option.** Prepare detailed profiles using a common template. As part of the profile, collect data to enable comparison of the delivery models. 17. **Conduct detailed assessment of delivery model options.** Based on the assessment framework, collect/apply data and do analysis to compare the pros, cons, risks and costs of the delivery model options. Summarize results of the assessment. 18. **Validate assessment of delivery model options.** Review assessment with validation groups and modify as required based on evidence. 19. **Select delivery model.** This would typically be done with senior management based on the results of the assessment of the delivery model options.
Phase IV--Implementation strategy and planning **(including final report and presentation)**	20. **Develop overall implementation strategy and plan.** Based on the option selected, identify the key steps required to implement the delivery model, and group opportunities into work packages or projects, showing the sequencing and timeline, as described in the methodology. 21. **Prepare roll-up and draft summary report.** Summarize findings, as well as opportunities, delivery model options, the results of the delivery model assessment, and the implementation strategy and plan. 22. **Present to senior management.** Prepare summary presentation and present to senior management if desired.

B. Potential risks, challenges and solutions

Potential risks and mitigation solutions in carrying out the work are summarized below.

Summary of potential problems and proposed solutions

Type	Potential Problems	Proposed Solutions
Project delivery	Project falling behind schedule	▪ Ongoing tracking of project deliverables ▪ Weekly client reporting and communications ▪ Dedicated staff to conduct analysis
	Inconsistent quality of analysis	▪ Orientation at outset of project ▪ Provision of knowledgeable and experienced staff to do analysis
Resistance to change	Tendency to want to protect own resources within organizational silos	▪ Focus on end-to-end processes and horizontal relationships across the organization ▪ Use of validation workshops to challenge findings and conclusions ▪ Overall broad and open discussion of options ▪ Use of benchmark information ▪ Development of resource targets as the project progresses
	Determining the appropriate level of risk	▪ Identification of risks and mitigation measures in place ▪ Consultation with senior management and stakeholders ▪ Scenario analysis
Benchmarking	Obtaining access to information on best practices	▪ Involve managers in identifying suitable benchmarks ▪ Use existing information to the extent possible