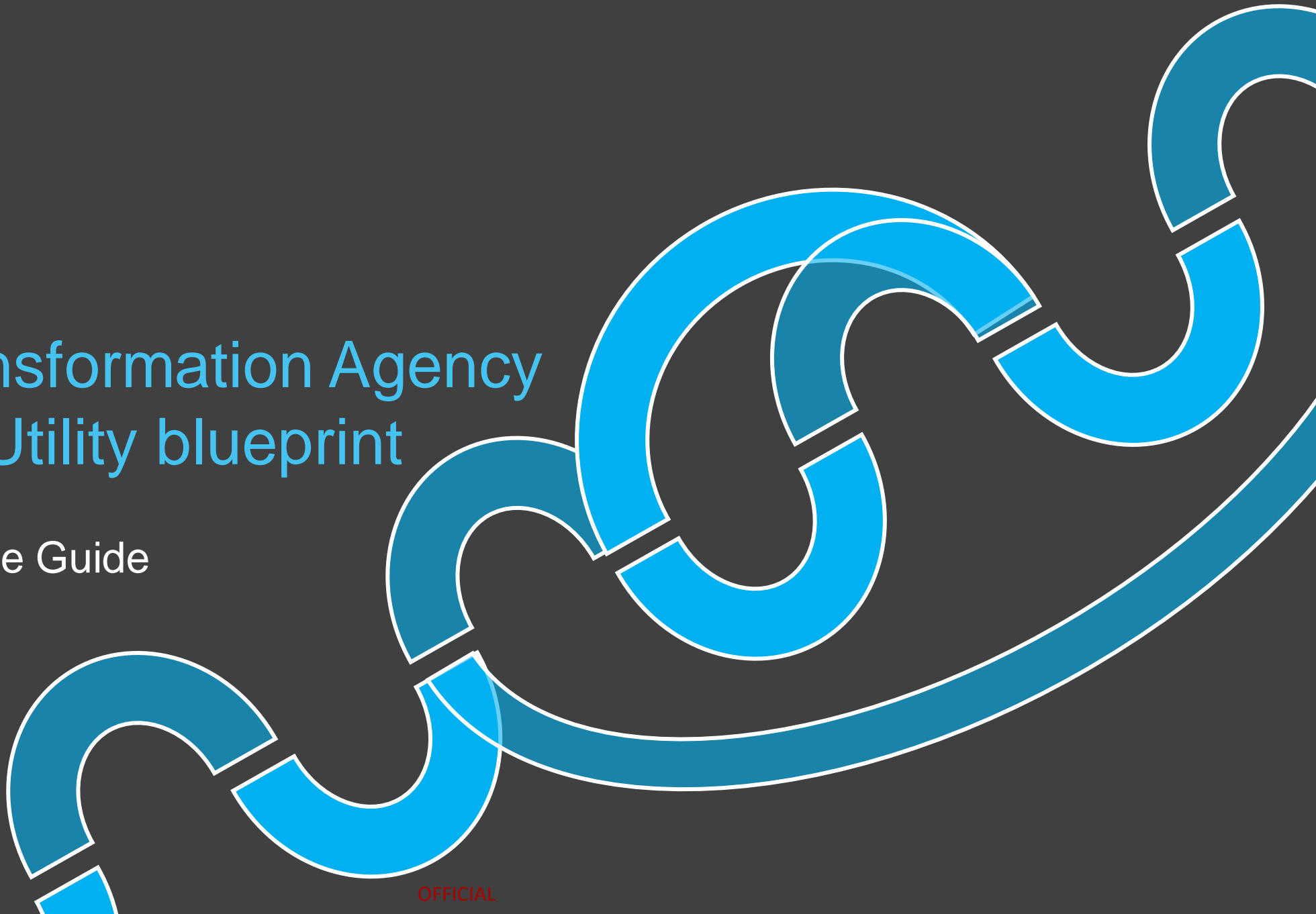




Digital Transformation Agency Protected Utility blueprint

Business Change Guide

Updated
16 December 2021



The Protected Utility blueprint business change guide is comprised of five parts.

Most audiences will only need to read to slide 17. Only read Part 5 (Detailed Change Guide) if you are a change implementor wanting detailed suggestions about the risks and benefits of implementing the blueprint from a business change perspective.

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Part 1: Business Change Guide

Why we created the business change guide

The Protected Utility blueprint provides a secure design for government agencies to standardise the way you work as well as communicate and collaborate securely. Adopting the blueprint is as much of a business transformation as it is a security and system assurance process.

As we appreciate this is a complex process to undertake, we have created **this business change guide**. This guide will support you to understand how the Protected Utility blueprint can be implemented in your agency in a way that's clear and consistent.

Design principles

This guide is designed in accordance with the following principles:

1. **Best practice:** The business change guide draws upon best practice change management, business analysis and technology implementation expertise.
2. **Clear:** The business change guide outlines the blueprint adoption process in a way that's easy, clear and consistent – so your people can realise the maximum value of adopting the new ways of working faster.
3. **Self-directed:** The business change guide is designed to support your agency's self-discovery, so you can use the business change guide in your technology environment based on your agency's objectives.
4. **Relevant:** The business change guide supports you to understand and link existing people, process and technology initiatives to the change guide, so it's aligned with your needs.
5. **Flexible:** We understand that each agency's circumstances and starting points are different, so each phase in the change guide is flexible to enable you to navigate the process in line with your agency's needs.
6. **Proven:** The change guide outlines a validated Whole of Government approach that the DTA recommends for agencies to use.

1. Connect and Align

- Form an understanding of what the blueprint is and self-identify your agency type as either Lean, Aligned, Complex or Self-directed.

2. Prepare and Design

- Articulate the mission and strategy as part of your blueprint benefit realisation plan
- Assess your business change and technical (environment) maturity
- Prepare business change plan and change impact assessment
- Prepare business change narrative / vision
- Identify adoption benefits and risks
- Develop benefits realisation.

3. Deploy and Embed

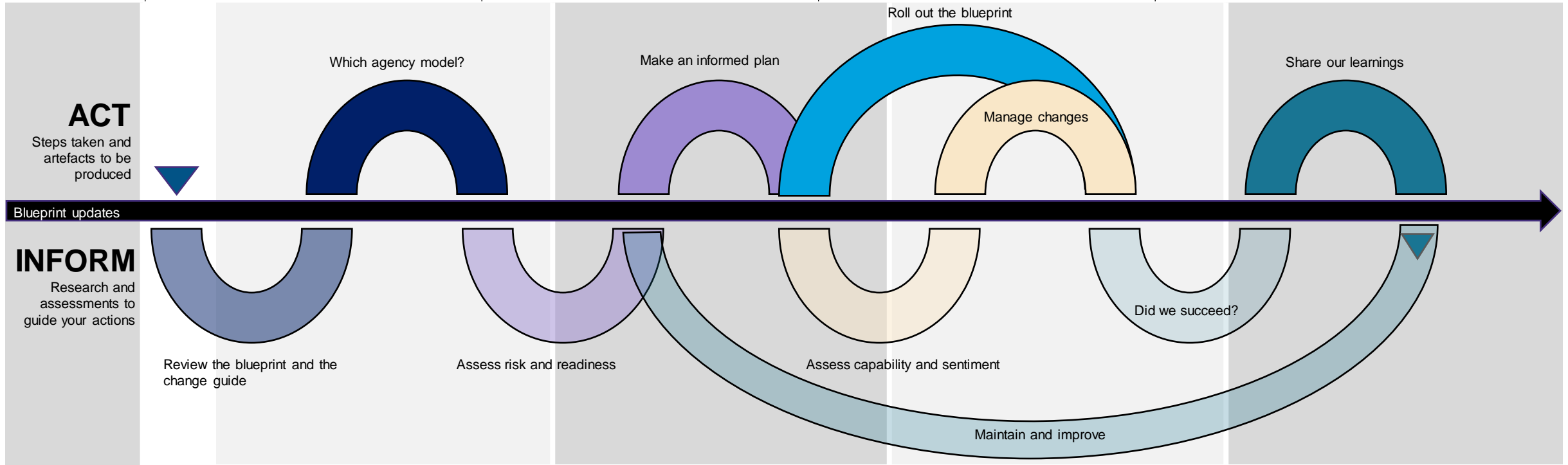
- Implement the blueprint

4. Adopt and Engage

- Prepare strategic communications
- Adopt the business change and support staff with training
- Assess business readiness
- Engage staff with communications and realise benefits iteratively.

5. Assess and Advocate

- Provide feedback on the blueprint back to the DTA, if practical evaluate your implementation of blueprint
- Advocate benefits
- Engage with Whole of Government (WoG) community
- Share knowledge with WoG
- Ongoing maintenance and improvement based on blueprint updates.



INFORM
Research and assessments to guide your actions

ACT
Steps taken and artefacts to be produced

Blueprint updates

OUTCOMES

- Self-identify your agency type
- Suggest entry-point
- Provide initial direction and entry point to the change guide to adopt the blueprint
- Determine current and future state
- Identify benefits and risks
- Determine technology gaps
- Determine focus areas from a business and change perspective
- Mitigate risks / blockers
- Assist resource planning
- Establish successful implementation and adoption of the blueprint
- Communicate early benefits
- Train and align staff to use the platform
- Provide feedback on the blueprint to the DTA, if practical continuously evaluate how your agency is using the blueprint and the platform
- Share benefits
- Establish best practice

Business Change Guide

1. Connect and Align

This is where you start your blueprint adoption experience. The Connect and Align phase is about setting you up with a clear understanding of the path ahead; for how to use the blueprint and how to align it to your business needs. In this phase, we'll describe what resources are at your side and give you an overview of the steps to come. A large part of this phase is about being able to self-identify your agency type. We can also put you in touch with other agencies who have implemented technology based on the blueprint, which you can read about in our case studies.

2. Prepare and Design

In the Prepare and Design phase, it's time to start planning your transition to the blueprint. To arm yourself with the right information to develop an effective plan, this phase will take you through the relevant assessments you'll need to carry out to understand your starting point in terms of your business (systems and processes); your people (who will be impacted and how); and your technology. For example, you may like to assess your technology maturity or business strategy.

Business Change Guide (Cont)

3. Deploy and Embed

This is where the rubber hits the road and we begin the blueprint implementation. The Deploy and Embed phase is designed to support you to adopt a Modern Workplace on the blueprint design, which is available to use in your agency's ICT environment and plan for business change. You may like to use some of the communications material we have provided to develop messaging to sell the implementation to your various stakeholder groups.

4. Adopt and Engage

Even the best systems in the world will fail if people don't engage with them. That's why intentional steps are recommended to engage, upskill and motivate your teams as they transition to new ways of working. The Adopt and Engage phase is designed to empower leaders with a clear vision for business change as your agency moves to a Modern Workplace. Before you do this however, you may like to assess your business readiness to adopt the change.

5. Assess and Advocate

Technology is always changing and improving. At this final stage of the change, we would appreciate your participation in helping us continually improve the blueprint adoption experience. By actively engaging with the Whole of Government community, sharing your learnings on the Community Portal, and participating in evaluation of the blueprint, you will make the experience better for future adaptations and new agency adopters.

Part 2:
Agency
Self-Assessment
How to identify your
agency type

Where do I start?

Lean, Aligned, Complex and Self-directed agency types

We understand that each agency's circumstances and starting points are different. As such, we've tailored the Protected Utility blueprint business change guide to help you to identify where you are in your process – that way you can engage with this guide in the most efficient and relevant way by aligning your agency type according to which one you think best describes your agency.

Which agency type are you?

There are two factors you need to take into consideration when determining which agency type best reflects your situation:

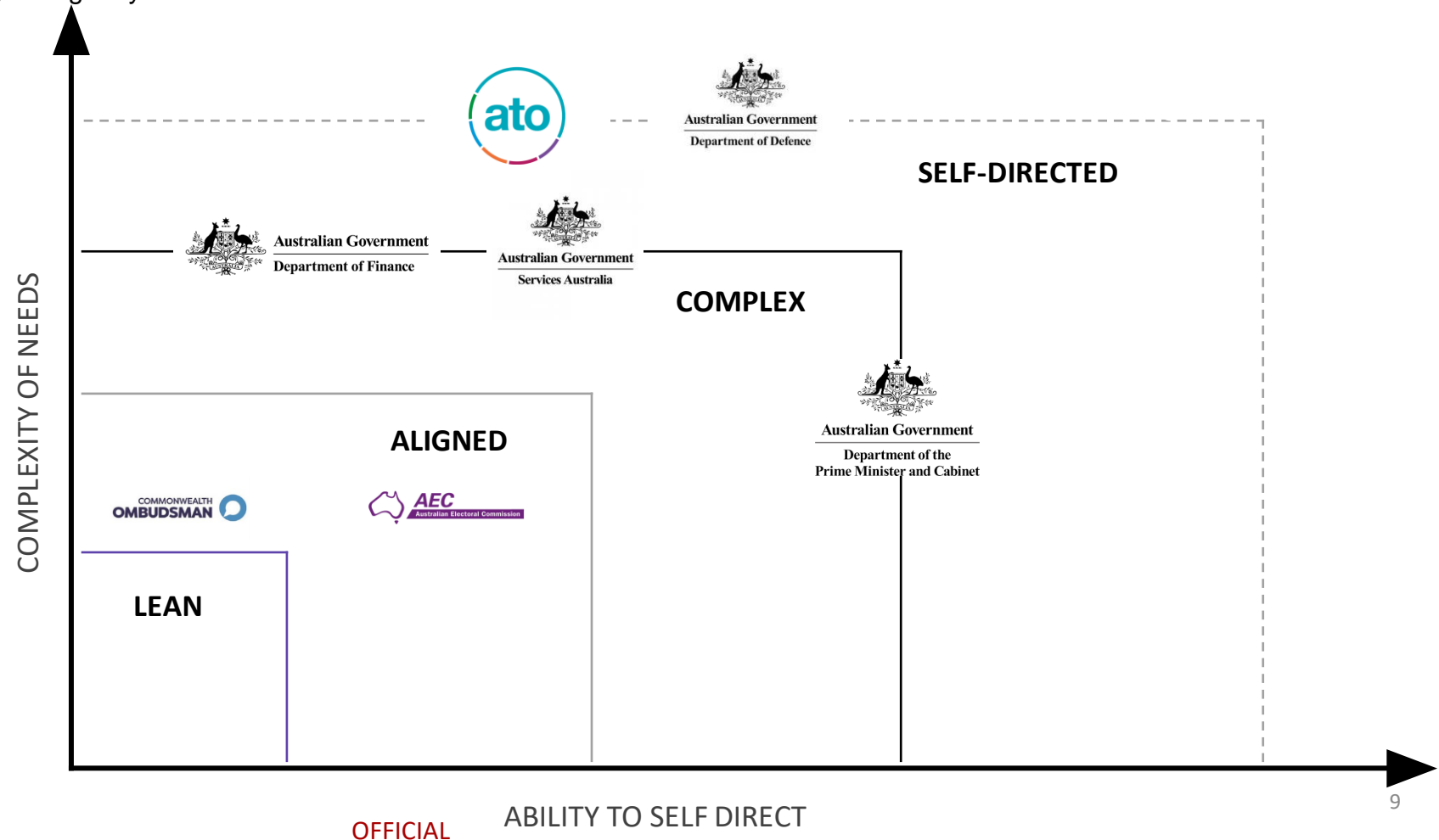
1. COMPLEXITY OF NEEDS

- Do you have a diverse team requiring distinct ways of working?
- Is your team geographically dispersed?
- Does your team face technology access challenges?
- Do you have specialist systems to consider?
- Does your agency have complex business processes?
- Do you have complex legislative requirements to take into account?

2. BARRIERS TO CHANGE

- Do you have internal resources capable of directing this change initiative?
- How big of a job will it be to roll out the business transformation? (How big is the shift and how many people need to shift?)





Your placement on this spectrum will help you navigate the change in a way that's relevant and meaningful to your agency's needs.



How do I know that I've self-identified my agency accurately?

Confirming your agency type

To help you to validate which agency you align to, we've created the following checklist.

 1. LEAN	 2. ALIGNED	 3. SELF-DIRECTED	 4. COMPLEX
<p>“We barely have the time or budget for the current transformation”</p> <p>“We are open to cloud services but are happy with the current service”</p>	<p>“We have budget but not the skills to utilise cloud and mobile office”</p> <p>“We jump at the chance to push things out so we can focus on other things”</p>	<p>“We have a complex, special business model”</p> <p>“Not convinced that a common platform will meet our needs”</p>	<p>“It's not a priority. We have a strategy in place. Our long term objective is not aligned with the DTA”</p>
<p>You're likely to be a Lean agency if:</p> <ul style="list-style-type: none"><input type="checkbox"/> Your agency is small in size (<100 staff)<input type="checkbox"/> Your workforce skills, resources and budget for technology adoption and business change are constrained<input type="checkbox"/> Funding, change management and technology capability are barriers<input type="checkbox"/> You are required to procure the services of a change or technology partner to successfully adopt and benefit from the Protected Utility blueprint services.	<p>You're likely to be an Aligned agency if:</p> <ul style="list-style-type: none"><input type="checkbox"/> You have 500 – 1000 staff<input type="checkbox"/> You are best placed to benefit from using the Protected Utility blueprint services<input type="checkbox"/> You have a desire to adopt cloud-based technology<input type="checkbox"/> You are aware of the complexity and scale of the business change required to fully realise the benefits of the technology<input type="checkbox"/> You require guidance on where to start and how to navigate any challenges related to capability or funding.	<p>You're likely to be a Self-directed agency if:</p> <ul style="list-style-type: none"><input type="checkbox"/> You have complex and specific business requirements and mature technical environments<input type="checkbox"/> Cloud services do not always meet the diversity of your needs<input type="checkbox"/> You have some areas / use cases that could benefit from the Protected Utility blueprint services<input type="checkbox"/> The change process to realise the benefits of the blueprint is challenging for your agency.	<p>You're likely to be a Complex agency if:</p> <ul style="list-style-type: none"><input type="checkbox"/> You are open to cloud services<input type="checkbox"/> You face a degree of implementation difficulty due to internal complexity<input type="checkbox"/> Benefits are more uncertain, as you have complex business processes and high levels of system integration<input type="checkbox"/> The transition process is a real challenge which is likely to form a significant adoption barrier.

Part 3:
Protected Utility
WofG Case Study

Protected Utility Program Case Study: The Commonwealth Ombudsman

SEPTEMBER 2020 – JUNE 2021

PROJECT BACKGROUND

Project overview: The Commonwealth Ombudsman (OCO) is responsible for upholding the highest service standards on behalf of the Australian public. As such, it is imperative that all internal processes and systems within the OCO are robust, secure and accurate. So when the need for flexible ways of working was accelerated by COVID-19 safety changes, the OCO reached out to the Digital Transformation Agency (DTA) to understand its options for the transition to a cloud productivity platform and Modern Workplace (MWP) based on the Protected Utility blueprint.

CHANGE MANAGEMENT APPROACH

A focus on two benefits: This project was designed to improve mobility and productivity across the OCO. To increase the mobility of its workforce, the OCO planned to roll out new Dell laptops built with Microsoft 365 (M365) and a Virtual Private Network (VPN) to replace Citrix XenDesktop, as well as decommission desktop devices and on-premise installations of Microsoft Office products. To support productivity, OCO was also looking to identify opportunities to use M365 and other processes to enhance the Ombudsman's day-to-day productivity.

The change context: The OCO approved a business case for the Mobility and Productivity Program to be rolled out to the Ombudsman's ~300 staff across Australia. While the OCO did not have any complex needs, there were COVID-19 restrictions that affected travel in Australia during the Program and licencing retirement timelines to consider. In line with these timeframes, the Mobility and Productivity Program ran for 3 months, including a two and a half week pilot.

Building the change team: The OCO employed a dedicated Change Manager with project management experience to drive the transition. A vendor was brought on board to help with the licencing through a competitive marketplace process in line with an approved business case and Commonwealth government requirements. The internal IT team were also responsible for managing the technology change associated with implementing M365 in the Ombudsman's environment.

Planning the change:

The Change Manager worked with the business, the Senior Leadership Group (SLG) and the DTA to identify key components for the change process:

1. Internal approval of change champions tasked with spreading the word about the business change, advocating for the change and supporting staff in the transition.
2. Briefing the change champions with key messages and creating material for directing agency staff to technical support.
3. Adding how-to tips and tricks produced by Microsoft and available on the internet to the OCO's Learning Management System (LearnHub).
4. Establishing channels to enable regular, honest and ongoing feedback from change champions and agency staff.

IMPLEMENTATION OF CHANGE MANAGEMENT APPROACH

The technology implementation: The Mobility and Productivity Program involved the decommissioning of licensing arrangements with Citrix, the removal of desktop devices, the rollout of VPNs and laptops, and the installation of the M365 productivity suite including MS Office, Teams (Planner and Whiteboard), SharePoint and OneDrive. The Program also included Dell laptop procurement, the rollout of WiFi in various offices and product licensing.

The pilot process: Upon being identified as change champions for the Mobility and Productivity Program, the change champions participated in an education process to bring them up to speed about the change. This included workshops to help change champions to understand their role in the change, what M365 is, what the new laptops would do, how to use the OCO's Learning Management System (LearnHub) and provide honest feedback. In addition, there were daily stand-ups with the internal IT team to help them to support the change champions and solve roll out challenges. The change champions also received communications guidance for engaging with staff.

The roll out to all staff: Following the pilot, the Program was assessed and the plan for the rollout was endorsed. The OCO communicated with staff at different levels within each branch and section to reach staff who were affected by the change. The OCO shared training and support materials via its Learning Management System, which was available to support staff to understand what the new technology could do and how they could use it. The OCO also set up a help centre style concierge service so staff could receive one-to-one support when they logged in to the new system for the first time.

SUCCESSFUL CHANGE OUTCOMES

Key outcomes: The IT team, the external provider and the users worked iteratively to identify issues as they occurred and there were relatively few problems as the program rolled out to staff. Staff were able to stay focused on delivering business outcomes with very little disruption, as the change was managed in outage windows overnight and on the weekend. While uptake in relation to productivity has been slow, it is anticipated that this will increase into the future.

KEY LESSONS LEARNED

Key lessons learned from the OCO's Mobility and Productivity Program:

- It is important to get the build right and run a pilot program before the change is rolled out across the agency.
- The change champions were a critical success factor in advocating for and communicating about the adoption of the new ways of working.
- While staff were aware that the change was coming, communication was required to clarify that M365 is not just an updated version of existing Microsoft software (i.e. Microsoft Word and Outlook).
- A critical success factor was providing messaging that invited the business owner of the Program to choose when they implemented the change, rather than a mandate.
- Ongoing change resources and Whole of Government training materials are really helpful to support staff with using the new technology, including OneDrive.

Part 4: Communications Material

About this key messaging




This messaging will help you use communication that resonates with your key audience groups during the change process.

Adopting the MO365 productivity cloud platform using the Protected Utility blueprint will give your agency the accelerated benefits of a Modern Workplace (MWP), while ensuring security and compliance are prioritised. To support this mission, you can adapt these messages for your own purposes during the change process.

Key Messaging Matrix (1/3 Pre-implementation)

Key messages for the Prepare and Design phase:




- We're bringing greater efficiency and security to the way we work using Microsoft Office 365 (MO365). This change will bring the benefits of a Modern Workplace (MWP) which you can access from any location
- MO365 is a cloud-based platform that uses tools from Microsoft O365 and it will improve our ways of working through real time collaboration, efficiency and security
- The transformation is based on cutting edge, proven, Whole of Government (WoG) advice from the Digital Transformation Agency (DTA)
- This is an exciting opportunity for our agency, and we will make sure you are informed and supported as we navigate the change together
- We know that change can be disruptive, so we will make sure you have the information, training, support and resources you need, when you need it
- We will also engage you with clear, timely and transparent communications along the way, with opportunities for you to provide feedback.

<p>Susan Agency leader</p> 	<p>Paul Agency change champion</p> 	<p>Bianca Agency staff</p> 
<p>Key support and benefits:</p> <ul style="list-style-type: none"> • As a member of the leadership team, you have an important role to play in improving the mobility, flexibility and productivity of your agency • We're empowering you to lead your people in adopting the new cloud-based platform to increase connection and elevate staff experiences • You will have a secure platform with more flexible ways of working, so you can work online, offline and remotely, with greater ease and flexibility • We know how busy you are, so we will make sure there is minimal disruption to the way you and your teams work • We will make sure you have the information you need to lead your teams and provide you with access to training on your schedule. 	<p>Key support and benefits:</p> <ul style="list-style-type: none"> • You have been selected to be a change leader and you will have a key role to play in supporting your agency over the coming months as we transition to new ways of working • As we roll out the new system there will be noticeable changes such as access to a range of new technologies, as well as 'behind the scenes' changes to improve the security of our operating environment • As a change champion, we ask that you share your honest and candid feedback throughout the process to help us to solve problems related to the change and evaluate if the change is working for us • We also ask that you advocate for the new ways of working and support other staff in the agency, as the change rolls out. 	<p>Key support and benefits:</p> <ul style="list-style-type: none"> • We're empowering you with more flexible ways of working, so you can work online, offline, and remotely, with greater ease and flexibility • You will be able to video conference, work on documents together in real time, share screens, whiteboard, brainstorm and organise information more efficiently • It will be easier for you to increase your digital skills and embrace new opportunities so you can be more competitive when you want to move into new positions across other agencies • We'll also make sure that you're supported, have access to training and are engaged on your schedule.
<p>Desired outcomes:</p> <ul style="list-style-type: none"> • Leaders are confident, supported and prepared to lead their teams • Leaders are aware of how the change will support their agency's needs and they are actively engaged so they can lead their teams. 	<p>Desired outcomes:</p> <ul style="list-style-type: none"> • Change champions are excited, supported and prepared to be change champions • They understand their role and how they will be involved in the change. 	<p>Desired outcomes:</p> <ul style="list-style-type: none"> • Staff are excited, supported and prepared for the direct change impacts • Staff are aware that there will be opportunities for them to get involved in the change and access training on their schedule.

Key Messaging Matrix (2/3 Implementation)

Key messages for the Deploy and Embed and Adopt and Engage phases:




- We're excited to announce that we're now rolling out MO365, so soon you'll be able to see the benefits of a MWP based on cutting edge, proven, WoG advice from the Digital Transformation Agency
- MO365 is a cloud-based platform that uses tools from Microsoft O365 and it will improve our ways of working through real time collaboration, efficiency and security
- You will receive communications soon with information about our new platform, key timing as well as options for virtual and in-person training
- We're really excited to start this journey together and we welcome your questions along the way
- Your leaders will be checking in with you to ensure you are supported and have the information you need for a smooth transition to the new system.

<p>Susan Agency leader</p> 	<p>Paul Agency change champion</p> 	<p>Bianca Agency staff</p> 
<p>Key support and benefits:</p> <ul style="list-style-type: none"> • Clear guidance and instructions will be released once the pilot concludes and the change rolls out to the rest of the organisation • As we roll out MO365, your teams will have continued interoperability with existing tools, so you can continue to work to your timelines with ease • You will have access to secure cloud-based communications tools to work in a way that's more connected, including Microsoft Teams, OneDrive, SharePoint Online and Office Pro Plus • The changes will upgrade the security of our MWP to the Protected level, behind the scenes • We will also be sharing key FAQs and a survey, to address any early questions or feedback you might have. 	<p>Key support and benefits:</p> <ul style="list-style-type: none"> • Now is your opportunity to be a change leader and support your fellow staff to understand how to get the most out of the change • As we roll out MO365, you will have continued interoperability with your existing tools, and you can look forward to more flexible ways of working • You will have secure cloud-based communications tools via Microsoft Teams so you can chat, voice and video call, share screens and attend online meetings • You can collaborate in real time using OneDrive, SharePoint Online and Office Pro Plus • You will also be invited to workshops to address any early questions and feedback you might have. 	<p>Key support and benefits:</p> <ul style="list-style-type: none"> • Clear guidance and instructions will be released once the pilot concludes and the change rolls out to the rest of the organisation • Your leaders and change champions will support you in the transition • As we roll out MO365, you will have continued interoperability with your existing tools, and you can look forward to more flexible ways of working • You will be able to collaborate with your colleagues in real time using OneDrive, SharePoint Online and Office Pro Plus • We will be more connected using cloud-based communications tools to chat, voice and video call, share screens and attend online meetings • We will also be sharing key FAQs and a survey, to address any early questions or feedback you might have.
<p>Desired outcomes:</p> <ul style="list-style-type: none"> • Leaders are aware that MO365 is being rolled out and they are excited to lead their teams by example in adopting the new ways of working • They receive timely communications around any changes and training. 	<p>Desired outcomes:</p> <ul style="list-style-type: none"> • Change champions are excited, supported and prepared to be change champions • They understand their role and how they will be involved in the change. 	<p>Desired outcomes:</p> <ul style="list-style-type: none"> • Staff are aware that the MO365 is being rolled out and they feel supported in preparation for the transition, with on-the-ground leadership • They receive timely communications around any changes and training.

Key Messaging Matrix (3/3 Post-implementation)

Key messages for the Assess and Advocate phase:

- Now that you have transitioned to the new ways of working, you should be starting to see the benefits of a MWP, as well as a secure and validated WoG approach
- MO365 is a cloud-based platform that uses tools from Microsoft O365 and it will continue to improve our ways of working through real time collaboration, efficiency and security
- You will continue to receive communications about our new platform, key timing as well as more options for virtual and in-person training
- We're really excited to continue this journey together and support you as you embrace our new ways of working.

<p>Susan Agency leader</p> 	<p>Paul Agency change champion</p> 	<p>Bianca Agency staff</p> 
<p>Key support and benefits:</p> <ul style="list-style-type: none"> • We greatly appreciate your leadership during the business transformation • As a leader, we invite you to continue to advocate for the change so your agency can integrate the benefits into the way it works • We welcome your ongoing feedback, so we can continue to improve our flexible ways of working and elevate staff experiences • We will be launching a survey soon and we will continue to check in with you to ensure you have the support you need. 	<p>Key support and benefits:</p> <ul style="list-style-type: none"> • As a change champion, we invite you to continue to advocate for the change, so your agency can integrate the benefits into the way it works • We greatly appreciate your participation in the business change, and we recognise your contribution to our agency as part of the change leadership team • We welcome your feedback about the change process as well as your ongoing feedback, so we can continue to improve your flexible ways of working • We will be launching a survey soon and we will continue to check in with you to ensure you have the support you need. 	<p>Key support and benefits:</p> <ul style="list-style-type: none"> • We welcome your ongoing feedback, so we can continue to improve your flexible ways of working • We invite you to embrace the new ways of working so you can get the most out of the new system • We will implement channels for you to share ongoing feedback.
<p>Desired outcomes:</p> <ul style="list-style-type: none"> • Leaders are actively engaged with the change and their staff had a smooth transition to the new system • Leaders and their teams are enjoying the new ways of working and they have ongoing opportunities to provide feedback. 	<p>Desired outcomes:</p> <ul style="list-style-type: none"> • Change champions feel appreciated and receive recognition for their contribution to the change process and their ongoing advocacy • They are enjoying the flexible new ways of working and they have opportunities to provide feedback about their experience. 	<p>Desired outcomes:</p> <ul style="list-style-type: none"> • Staff are actively engaged with the change and had a smooth transition to the new system • Their unique needs are supported by the new ways of working and they have ongoing opportunities to provide feedback.

Part 5: Detailed change guide

Step-by-step guide and key considerations

Detailed change guide note

This part of the change guide will provide a more detailed step by step considerations and instructions. It is informed by change management research and planning, and actual blueprint implementations. However, if you are not implementing the change directly, it is probably not required reading.

Phase 1: Connect and Align



This is where you start your blueprint adoption experience. The Connect and Align phase is about setting you up with a clear understanding of the path ahead; for how to use the blueprint and how to align it to your business needs. In this phase, we'll describe what resources are at your side and give you an overview of the steps to come.

Benefits	Key Objectives	<ul style="list-style-type: none">• Enable agency self-identification• Suggest an entry-point• Connect with the DTA and other agencies.• Provide direction.	Your Checklist
<p>The Connect and Align phase helps you get started and oriented by:</p> <ul style="list-style-type: none">• Connecting you with the appropriate documents like the blueprint• Connecting you with resources and supporting you to understand how you can use a MWP.• Connecting you with other agencies to learn best practice, manage common pitfalls and ask questions.	Key Actions	<ul style="list-style-type: none">• Enter Connect and Align• Review the blueprint• Review this change guide• Self-identify agency type• Define initial needs• Establish starting phase.	<p>You're ready to proceed to the next phase when you have completed these tasks:</p> <ul style="list-style-type: none"><input type="checkbox"/> Read through this document<input type="checkbox"/> Download and review the blueprint<input type="checkbox"/> Self-identify agency type<input type="checkbox"/> Define initial needs (identify and enlist key stakeholders to engage with the DTA; identify blockers and enablers to getting started)<input type="checkbox"/> Establish starting phase.
Mitigating Key Risks	DTA Tools, Templates and Guidance	<ul style="list-style-type: none">• Blueprint document (desktop.gov.au)• Community portal.• The business change guide	DTA will support you via access to: <ul style="list-style-type: none">• The desktop.gov.au website: for information, the latest version of the blueprint, and knowledge articles• The protectedutility@dta.gov.au mailbox: for initial enquiries.

Phase 1: Connect and Align

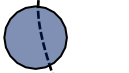


The Connect and Align Process*



1.0 Enter Connect and Align phase:

You commence the Connect and Align phase which is the suggested entry point to introduce your agency to the blueprint.



1.1 Review the change guide and case studies:

You read each phase of the change guide to understand the process ahead, and case studies to understand lessons learnt from previous blueprint implementations.



1.2 Review the blueprint:

You review the blueprint which you can access at desktop.gov.au.



1.3 Self-identify your agency type:

You can self-identify and validate your agency type using this slide deck



1.4 Define initial needs:

You define your agency's initial needs using a full list of possible needs and User Case Studies via desktop.gov.au, then engage with the DTA.



Why these steps are important to you?

By commencing the Connect and Align phase, you will be able to start your blueprint adoption experience, self-identify your agency type and receive guidance around how you can use the blueprint design to standardise and modernise your agency's ICT.

By reviewing this guide, you will be able to navigate the blueprint adoption process in a way that's easy, clear and consistent – so your people will realise the maximum value of adopting the new ways of working faster. By reviewing the case studies you can personally learn from lessons learnt in prior blueprint implementations, so you can make your own process smoother.

By reviewing the blueprint, you will be able to understand how the blueprint design can support your agency to move to a MWP using a validated, standardised and secure approach that is tailored for APS agencies.





By self-identifying your agency type you will be able to understand where you sit in the change process and self-identify your agency type as Lean, Aligned, Self-directed or Complex, so you can access guidance that supports your agency's unique needs.

By defining your agency's initial needs, you will be able to use a list of possible needs and user case studies to identify blockers and enablers to getting started with the process.

Phase 1: Connect and Align



In each phase, it is important for you to set your agency up for success by understanding your unique circumstances and watch points:

 <h2>Lean agencies</h2>	 <h2>Aligned agencies</h2>	 <h2>Self-directed agencies</h2>	 <h2>Complex agencies</h2>
<p>The blueprint will give lean agencies the opportunity to reuse a standard Whole of Government (WoG) pattern to enable secure collaboration and mobility.</p> <ul style="list-style-type: none"> • Expect the blueprint adoption process to be complex • Save time and streamline your efforts by taking stock early of your resources, risk appetite, business strategy and internal capabilities • Partnering with business change and technology vendors is a recommended approach to mitigate risk and ensure your bases are covered. 	<p>Aligned agencies are considered large enough to manage the process of adoption internally while small enough to adopt new ways of working quickly.</p> <ul style="list-style-type: none"> • You may have your own internal IT skillset who may be interested in bolstering that skillset to adopt the benefits of the blueprint • You may need to consider if you lack some vital skillsets, capability or willingness that is critical to benefiting from the blueprint adoption. 	<p>As a self-directed agency we understand you are likely to have existing mature technology and business processes in place tailored to your unique needs.</p> <ul style="list-style-type: none"> • If you are a Self-directed agency, you will likely seek to understand if cloud technology can be introduced into your mature business and technical environment • You will likely seek to understand if the blueprint is of value to you or how you could use it to validate your own blueprints, security documentation or configuration • You have your own capability dependencies, technology and business change services which suit your agency's needs • You may not view cloud-based services as being able to meet the diversity of your needs, however, you may have niche use cases that could be served in this way. 	<p>As the name suggests, Complex agencies have a higher level of internal complexity that will need to be considered when assessing the suitability of the blueprint.</p> <ul style="list-style-type: none"> • If you are a Complex agency, in the Connect and Align phase phase, you must understand if the blueprint is of value to your unique and complex needs • You could use the blueprint to validate your own blueprints, security documentation or configuration • You likely have multi-vendor, multi-product technical environments with either unplanned or conflicting implementation roadmaps • You are likely open to cloud services but face a greater degree of implementation difficulty due to internal complexity, such as complex business processes and high levels of system integration.

Phase 2: Prepare and Design









In the Prepare and Design phase, it's time to start planning your transition to the blueprint. To arm yourself with the right information to develop an effective plan, this phase will take you through the relevant assessments you'll need to carry out to understand your starting point in terms of your business (systems and processes); your people (who will be impacted and how); and your technology.

<h3>Benefits</h3>	<h3>Key Objectives</h3>	<ul style="list-style-type: none"> • Determine current and future state • Identify benefits and risks • Determine technology gaps • Mitigate risks / blockers • Assist resource planning. 	<h3>Your Checklist</h3>
<p>The Prepare and Design phase helps you to understand the business change impacts by:</p> <ul style="list-style-type: none"> • Preparing you to build your awareness of the drivers, risks and blockers for adopting the MWP. • Preparing you to understand the value that the MWP can provide your agency • Designing a successful adoption by mitigating the risks of business change associated with a MWP. 		<h3>Key Actions</h3>	
<h3>Mitigating Key Risks</h3>	<h3>DTA Tools, Templates and Guidance</h3>	<ul style="list-style-type: none"> • Procurement Plan • Statement of Work and Section 23 • Business needs or user stories • Strategy analysis • Operational Model, which can enable you to consider the roles and costs involved in supporting your blueprint implementation. • Risk assessment or change impact assessment 	<h3>DTA will support you via access to:</h3> <ul style="list-style-type: none"> • The community portal: for asking questions, FAQ and understanding which agencies are using the blueprint • The desktop.gov.au website: for information, the latest version of the blueprint and knowledge articles.
<p>The Prepare and Design phase helps you to mitigate risks such as:</p> <ul style="list-style-type: none"> • Making sure you understand the full impact and scope of the business change involved in adopting the MWP • Making sure you have a clear understanding of the drivers, benefits, costs and risks of business change • Making sure your business change is fit for purpose. 			

Phase 2: Prepare and Design







The Prepare and Design Process	Why these steps are important to you?
 <p>2.0 Articulate mission and strategy: Your strategy partner vendor will facilitate workshops to enable you to articulate your agency's mission and strategy using a Strategy Analysis Tool.</p>	<p>Your mission and strategy as part of your blueprint benefit realisation plan will be articulated as well as an understanding of how it relates to your organisational strategies. A people, process and technology (POPIT) assessment will also be conducted to support to you to understand the business and ICT environment that your agency operates in.</p>
 <p>2.1 Assess business change and technical (environment) maturity: Your strategy partner vendor will assess the benefits, risks and change maturity associated with adopting a MWP.</p>	<p>A technology assessment will help you to understand your roadmap, technology maturity and environment including your applications, licensing, hardware, peripherals and technical support. A change maturity assessment will enable you to determine the scale and scope of the business change as well as identify areas of risk from a change management perspective.</p>
 <p>2.2 Prepare business change plan and change impact assessment: You develop a business change plan and change impact assessment for adopting the blueprint.</p>	<p>A change impact assessment will help you to leverage an understanding of your people in preparation for the business change and the new ways of working. By developing a business change plan, you will then outline the concrete steps to be enacted in the short-term around who will be communicated with and how.</p>
 <p>2.3 Prepare a business change narrative / vision: You develop a business change narrative to articulate the overarching and unifying call to action.</p>	<p>Your business change narrative will be your north star. It will articulate why the business change is happening and it will compel people to engage in the new ways of working faster.</p>
 <p>2.4 Identify adoption benefits and risks: Your strategy partner will assess the benefits and risks associated with adopting a MWP.</p>	<p>Your strategy partner can work with you to elect and capture risks, using tools such as a SWOT analysis.</p>
 <p>2.5 Develop benefit realisation plan: You develop a benefit realisation plan which highlights the recommended path forward in terms of technology and business change.</p>	<p>By developing your agency's benefit realisation plan for the blueprint adoption, you will be able to provide a recommended path forward in terms of technology and business change which contains relevant high-level options, costs, benefits, disbeliefs, assumptions and constraints.</p>
<p>2.6 Read key messaging related to where you're at: Review key messaging that we have provided which can help you sell the change to various stakeholders in your organisation.</p>	<p>You can re-use key messages that have worked in other implementations to your stakeholders.</p>

Phase 2: Prepare and Design



In each phase, it is important for you to set your agency up for success by understanding your unique circumstances and watch points:

 <h2>Lean agencies</h2>	 <h2>Aligned agencies</h2>	 <h2>Self-directed agencies</h2>	 <h2>Complex agencies</h2>
<p>If you are a Lean agency, we recommend that you consider your business and technological transformation needs against your constrained budget and staff resources.</p> <ul style="list-style-type: none"> You may like to consider the advantages of engaging a service provider with experience in implementing the blueprint and providing technology and business change services to government A service provider can ensure business and technology implementation aligns with contemporary security policies, including the Information Security Manual (ISM) and the Protective Security Policy Framework (PSPF) We can assist you and your service provider to navigate your choices by keeping the blueprint up to date, sharing guidance on desktop.gov.au, case studies and successful user experiences. 	<p>If you are an Aligned agency, we recommend a gap analysis to compare the skills, mindset and capability your agency has now to the desired future state with the blueprint.</p> <ul style="list-style-type: none"> You may like to consider an organisational change or technology provider with specialist skills to help you address any skills gaps and realise opportunities We can assist you to navigate your choices by keeping the blueprint up-to-date, sharing guidance on desktop.gov.au, case studies and successful user experiences If you do move to an Adopt and Engage phase, you may like to create a clear benefit realisation plan and develop commercials to approach the market You may like to consider a senior-level commitment to realise the benefit of adopting blueprint services You may also like to consider the roles and responsibilities of the DTA and your agency. 	<p>Self-directed agencies should consider undergoing your own discovery, risk-setting and strategic analysis to work out if adopting the blueprint is the right step for your agency.</p> <ul style="list-style-type: none"> We can assist you to navigate your choices by keeping the blueprint up-to-date, sharing guidance on desktop.gov.au, case studies and successful user experiences We have historically provided Self-Directed agencies with some initial guidance on WoG lessons learnt and benefits, typically we would not be involved beyond this point. 	<p>If you are a Complex agency, you may like to work with us to understand a specific business problem you are solving and if it needs a program of work.</p> <ul style="list-style-type: none"> You may wish to work with us to solve specific business problems including identity or asset refresh You may like to establish clarity on the business, clear stakeholder management and a resourcing plan to assess whether the blueprint can assist your agency You may consider establishing your own Prepare and Design phase, risk-setting and strategic analysis to work out if the blueprint can be used in your existing environment We have historically helped Complex agencies to navigate your choices by helping you to articulate the business problem, keeping the blueprint up-to-date, sharing guidance on desktop.gov.au, case studies and successful user experience.

Phase 3: Deploy and Embed



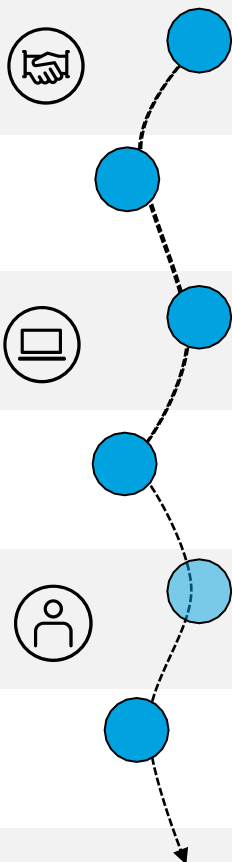
This is where the rubber hits the road and we begin the blueprint implementation. The Deploy and Embed phase is designed to support you to adopt a MWP on the blueprint design, which are available to use in your agency's ICT environment and plan for business change.

Benefits	Key Objectives	<ul style="list-style-type: none">Establish successful implementation of the blueprint.	Your Checklist
<p>The Deploy and Embed phase helps you to realise the benefits of the blueprint design by:</p> <ul style="list-style-type: none">Deploying the MWP and technology platforms into your ICT environment based on the blueprint designEmbedding the new ways of working so you have less reliance on legacy systems and don't lose any of your data.		Key Actions	
Mitigating Key Risks	DTA Tools, Templates and Guidance		<ul style="list-style-type: none">User guidesUser storiesSprint planFeature log.

Phase 3: Deploy and Embed



The Deploy and Embed Process*



3.0 Business consultation for the deployment:

You establish regular and ongoing business consultation for the deployment.

3.1 Setup up technical environment:

You setup the relevant technical environment for the deployment.

3.2 Implement blueprint technology:

You implement blueprint technology to meet your agency's requirements, this can range from a component of the blueprint to a full-scale implementation.

3.3 Configure appropriate application security controls:

You configure appropriate application security controls according to the blueprint.

3.4 Undergo testing for the deployment:

You undergo testing for the deployment of the blueprint.

3.5 Seek relevant architectural and security accreditation for the deployment:

You seek relevant architectural and security accreditation for the deployment.

3.6 Read key messaging related to where you're at:

Review key messaging that we have provided which can help you sell the change to various stakeholders in your organisation.

Why these steps are important to you?

By establishing regular and ongoing business consultation for the deployment, you will be able to support the business transformation by engaging key stakeholders to provide feedback and support during the deployment process.

By setting up the technical environment, your agency will design and install the required products into your ICT environment in preparation for the deployment.

By implementing blueprint technology to meet your agency's requirements, you will be able to deploy technology that meets your unique needs. This may be guided by a technology partner and using an agile approach, with the blueprint capability rolled out in a series of sprints.

By configuring appropriate application security controls according to the blueprint, your agency will be able to securely communicate and collaborate using the new ways of working.

You will need to undergo testing for the deployment of the blueprint to provide assurance to your agency that the deployment has worked.





You seek relevant architectural and security accreditation for the deployment with a security assessment to understand if the MWP services, applications and data are secure and compliant with the [Information Security Manual](#) (ISM) and other cyber security policies.

You can re-use key messages that have worked in other implementations to your stakeholders, before, during, and post implementation.

Phase 3: Deploy and Embed



In each phase, it is important for you to set your agency up for success by understanding your unique circumstances and watch points:

 Lean agencies	 Aligned agencies	 Self-directed agencies	 Complex agencies
<p>If you are a Lean agency, It is important that you are aware that the blueprint adoption is a business transformation.</p> <ul style="list-style-type: none">• A business transformation involves adopting and shaping business processes to the technology and vice versa• Business transformation typically requires your active involvement in the process of change, providing training materials and establishing new ways of working• You will likely require the assistance of specialist vendors outside of the technology deployment itself• For the technology deployment, you could consider, test and provide feedback on new technology services offered by a managed service provider• You might like to consider any change or outage windows set by your managed service provider• Historically, we have assisted Lean agencies with guidance on market procurement for technology and security assessment services.	<p>Aligned agencies should carry out steps to implement the blueprint technology and the business change required to successfully use it.</p> <ul style="list-style-type: none">• Key steps may include setting features or business requirements, establishing change and outage windows, installing and configuring technology• You may benefit from a technology vendor partner to help you to implement or integrate the products• Outside of the technology deployment itself, it is important that you consider that the blueprint adoption is a business transformation• A business transformation involves adopting and shaping business processes to the technology and vice versa, so it typically requires your active involvement in the process of business change, providing training materials and establishing new ways of working• The DTA has historically assisted Aligned agencies with guidance on market procurement for technology and security assessment services.	<p>Self-directed agencies are able to carry out your own technology implementations based on your own schedule, scope, requirements, capabilities and market procurement.</p> <ul style="list-style-type: none">• Typically, the DTA would not be further involved at this point.	<p>If you are a Complex agency, you would carry out your own technology implementation based on your own schedule, scope, requirements and capabilities.</p> <ul style="list-style-type: none">• Typically, the DTA would not be further involved at this point.

Phase 4: Adopt and Engage



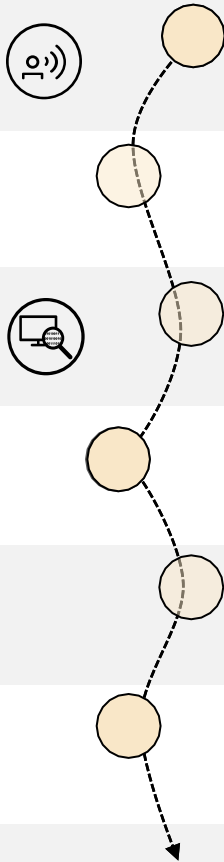
Even the best systems in the world will fail if people will not engage with them. That’s why intentional steps are recommended to engage, upskill and motivate your teams as they transition to new ways of working. The Adopt and Engage phase is designed to empower leaders with a clear vision for business change as your agency moves to a MWP.

<h3>Benefits</h3>	<h3>Key Objectives</h3>	<ul style="list-style-type: none"> • Determine focus areas from a business and technology change perspective • Establish successful adoption of the blueprint • Communicate early benefits • Align staff with the platform. 	<h3>Your Checklist</h3>
<p>The Adopt and Engage phase helps you to move to MWP by:</p> <ul style="list-style-type: none"> • Adopting business change risk mitigation measures • Adopting cyber risk awareness to improve your agency’s security • Understanding the skills and training required to successfully transition to the new ways of working • Adopting a MWP and reducing barriers to business change • Engaging staff via strategic communications and creating buy-in to the new ways of working • Assessing the readiness of the agency staff for the transition to a MWP. 		<h3>Key Actions</h3>	<ul style="list-style-type: none"> • Prepare strategic communications • Adopt the business change and support staff with training • Assess business readiness • Engage staff with communications and realise benefits iteratively.
<h3>Mitigating Key Risks</h3>	<h3>DTA Tools, Templates and Guidance</h3>	<ul style="list-style-type: none"> • Change readiness assessment • Benefits register • Training and skills analysis. 	<h3>DTA will support you:</h3> <ul style="list-style-type: none"> • The community portal: for asking questions, FAQ and understanding which agencies are using the blueprint • The desktop.gov.au website: for information, the latest version of the blueprint and knowledge articles.
<p>The Adopt and Engage phase helps you to mitigate risks such as:</p> <ul style="list-style-type: none"> • Making sure your new technology suits your business models, processes, practices and culture • Maximising value for money in the adoption of the new MWP • Making sure staff are engaged and empowered to increase productivity, reduce turnover and increase the uptake of the new ways of working • Making sure leaders are fully embracing the value of their staff using a MWP • Developing staff skills required to embrace the new ways of working. 			

Phase 4: Adopt and Engage



The Adopt and Engage Process



4.0 Prepare strategic communications:

You develop a communications strategy, key messaging and a communications plan to reach your key audiences. You can re-use some of the messaging we have provided you.

4.1 Adopt the business change and support staff with training:

You deliver training to support staff with adopting the new ways of working.

4.2 Assess business readiness:

Your strategy partner will assess your business readiness and the business change impacts associated with adopting a MWP.

4.3 Engage staff with communications and realise benefits iteratively:

You engage staff with communications as you adopt the blueprint and realise the benefits iteratively.

Why these steps are important to you?

Your business change narrative will inform your communications strategy and key messaging which is tailored to connect with your key audience groups. Your communications strategy will then inform your communications plan including mapped user journeys, communications activities and key touch points to engage your key audiences.

By providing timely training, you will support staff to use the MWP services for the first time by upskilling via e-Learning, face-to-face training and peer training.





A business readiness assessment will help you to understand which divisions within your agency are ready to adopt the MWP. The assessment may include skills, culture, willingness to adopt the business change, leadership and staff support, and other drivers and risks to a successful adoption.

Your communications plan will inform timely communications activities that will engage staff with the new ways of working. As your agency begins to realise the benefits of adopting the blueprint iteratively, you will be also able to communicate the early benefits.

Phase 4: Adopt and Engage



In each phase, it is important for you to set your agency up for success by understanding your unique circumstances and watch points:

 Lean agencies	 Aligned agencies	 Self-directed agencies	 Complex agencies
<p>If you are a Lean agency, you can prepare for and realise the benefits of a MWP based on the blueprint design.</p> <ul style="list-style-type: none">• You may realise new ways of working, including remote working• You may realise process changes and business transformation• You may have training to assist users to adopt the new technology• Engaging an organisational change management partner could assist you in producing communications materials, key messaging and to help users understand the impacts and benefits of the business change• If your agency has a limited number of staff, you may still require a technology partner, as per Phase 3• Lean agencies are also encouraged to consider an organisational change partner to assist with a change assessment and planning.	<p>Aligned agencies, you can prepare for and realise the benefits of a MWP based on the blueprint design.</p> <ul style="list-style-type: none">• You may realise new ways of working, including remote working• You may realise process changes and business transformation• You may have training to assist users to adopt the new technology• You may consider engaging an organisational change management partner to assist you in producing communications materials, key messaging and to help users understand the impacts and benefits of the business change• We have historically assisted Aligned agencies with guidance on market procurement for change assessment and planning.	<p>As a Self-directed agency, you are able to carry out your own change management and benefits realisation based on your schedule, scope and requirements.</p> <ul style="list-style-type: none">• You may consider the benefits of enacting process changes• You may consider engaging an organisational change management partner to assist you in producing communications materials, key messaging and to help users understand the impacts and benefits of the business change• Typically, the DTA would not be further involved at this point.	<p>As a Complex agency, you may largely carry out your own change management and benefits realisation based on your schedule, scope and requirements.</p> <ul style="list-style-type: none">• You may consider engaging an organisational change management partner to assist you in producing communications materials, key messaging and to help users understand the impacts and benefits of the business change• Typically, the DTA would not be further involved at this point.

Phase 5: Assess and Advocate



Technology is always changing and improving. At this final stage of the change, we would appreciate your participation in helping us continually improve the blueprint adoption experience. By actively engaging with the WoG community, sharing your learnings and participating in evaluation of the blueprint, you will make the experience better for future adaptations and new agency adopters.

Benefits	Key Objectives	<ul style="list-style-type: none">• Continuously evaluate the platform• Share benefits• Bring WoG community closer together• Establish best practice.	Your Checklist
<p>The Assess and Advocate phase helps you to contribute to the ongoing improvement of the blueprint:</p> <ul style="list-style-type: none">• Assessing the lessons learnt, so you can maximise the use of the blueprint, mitigate adoption risks and continue to improve your service• Assessing improved blueprint designs for greater security• Advocating for best practice through greater connection with other agencies, management of common pitfalls and opportunities to ask questions• Providing your feedback to the wider WoG community and the DTA to improve the blueprint and access to the blueprint.	Key Actions	<ul style="list-style-type: none">• Evaluate your implementation of the blueprint• Advocate benefits• Engage with WoG community• Share knowledge with WoG• Ongoing maintenance and improvement based on blueprint updates.	<p>In this phase you will complete these steps:</p> <ul style="list-style-type: none"><input type="checkbox"/> Provide feedback about the blueprint back to the DTA, if practical evaluate your implementation of blueprint<input type="checkbox"/> Advocate benefits<input type="checkbox"/> Engage with WoG community<input type="checkbox"/> Ongoing maintenance and improvement based on blueprint updates.
Mitigating Key Risks	DTA Tools, Templates and Guidance	<ul style="list-style-type: none">• The blueprint document• Desktop.gov.au	DTA will support you via access to: <ul style="list-style-type: none">• The desktop.gov.au website: for information, the latest version of the blueprint and knowledge articles.

Phase 5: Assess and Advocate



The Assess and Advocate Process



5.0 Provide feedback about the blueprint back to the DTA, if practical evaluate your implementation of the blueprint:
You facilitate continual evaluation of your agency's adoption of the blueprint via surveys and feedback.



5.1 Advocate benefits:
You advocate the benefits of the new ways of working within your agency and to other agencies.



5.2 Engage with WoG community:
Your agency actively engages with the WoG community.



5.3 Share knowledge with WoG:
You share your lessons learnt with the WoG, including participating in evaluation workshops.



5.4 Ongoing maintenance and improvement based on blueprint updates:
Your agency continually improves your tools based on blueprint updates.

Why these steps are important to you

By facilitating continual feedback, you will be able to share feedback with the DTA. Evaluation can be achieved through the ongoing delivery of staff surveys and feedback workshops.

By advocating the benefits of the new ways of working and what's in it for your key audience groups via communications activities, this will support your agency's people to maximise the value of the new ways of working.

By engaging with the WoG community and attending WoG MWP training, you will be able to apply learnings to continually improve the ways of working for your agency's staff.





By sharing knowledge with the WoG and posting threads on the [Community Portal](#), your feedback will be used to iteratively improve the blueprint design, desktop services and community consultation across government.

By continually updating and improving your tools based on blueprint updates, you will be able to maintain compliance with ISM controls, latest technology and policy.

Phase 5: Assess and Advocate



In each phase, it is important for you to set your agency up for success by understanding your unique circumstances and watch points:

 <p>Lean agencies</p>	 <p>Aligned agencies</p>	 <p>Self-directed agencies</p>	 <p>Complex agencies</p>
<p>If you are a Lean agency, you and your managed service provider are empowered to engage with the community and consume resources from the DTA.</p> <ul style="list-style-type: none"> • Consume news and announcements from the DTA • Raise questions on the community forum • Provide feedback in surveys and user research • Provide lessons learnt and improvements back in the form of Github suggestions and forum posts • Understand the impact of updates to the blueprint and how it came be implemented • Historically, we have assisted Lean agencies and your managed service providers by providing and coordinating the Community Portal, news and updates, user research and lessons learnt • We also provide ongoing updates to the blueprint to enable new features securely. 	<p>Aligned agencies are encouraged to engage with the community and access resources from the DTA.</p> <ul style="list-style-type: none"> • Consume news and announcements from the DTA • Raise questions on the community forum • Provide feedback in surveys and user research • Provide lessons learnt and improvements back in the form of Github suggestions and forum posts • Understand the impact of updates to the blueprint and how it came be implemented • Historically, we have assisted Aligned agencies and your managed service providers by providing and coordinating the Community Portal, news and updates, user research and lessons learnt • We also provide ongoing updates to the blueprint to enable new features securely. 	<p>As a Self-directed agency, we welcome your feedback in surveys, the Community Portal and user research on your own business and technology implementations.</p> <ul style="list-style-type: none"> • We have historically assisted Self-directed agencies and your managed service providers by providing and coordinating the Community Portal, news and updates, user research and lessons learnt • We also provide ongoing updates to the blueprint to enable new features securely. 	<p>Complex agencies are encouraged to provide feedback in surveys, the Community Portal and user research on your own business and technology implementations.</p> <ul style="list-style-type: none"> • WofG community engagement may be beneficial to share lessons learnt on how the business problem was solved using the blueprint • We also provide ongoing updates to the blueprint to enable new features securely.

Thank you!