Digital Transformation Agency Protected Utility blueprint
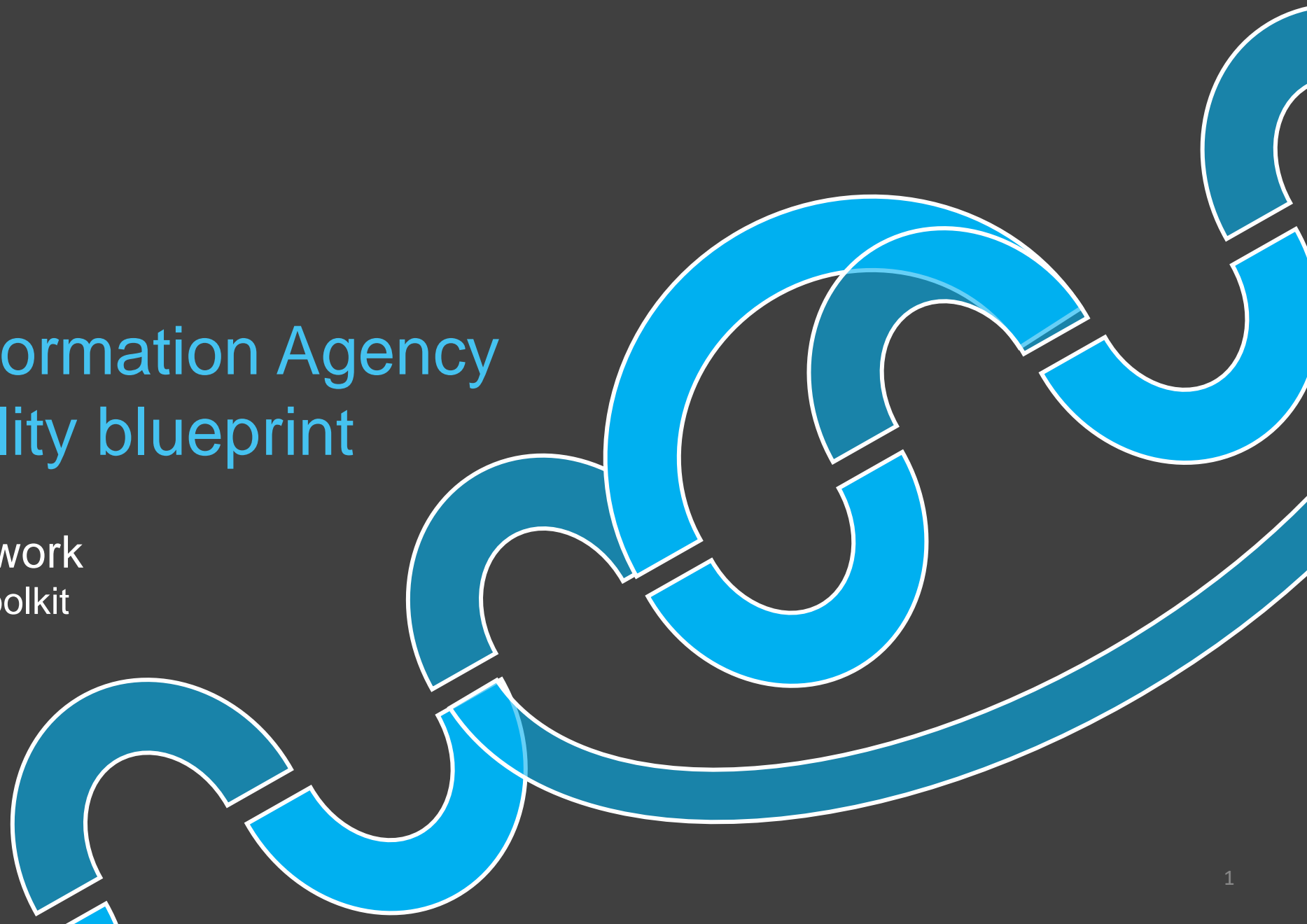
Engagement framework
Benefits Assessment Toolkit

28 June 2021

Document Purpose

Purpose

The purpose of the Benefits Assessment toolkit is to **provide Australian Public Service (APS) agencies with detailed guidance on how to conduct a Benefits Assessment**.

In this toolkit, we describe the detailed approach for conducting the assessment, including the steps that need to be undertaken to identify benefits and measure their realisation. Benefits Assessment, in turn, supports and informs various change and communication activities that are aimed at enabling a successful adoption of the Protected Utility blueprint (the blueprint) by the end users within transitioning agencies.

The toolkit, along with the template (please see slide 14), provides the suite of materials required to design and deliver benefits assessment activities.

All APS agencies looking to operate under the blueprint are encouraged to use this toolkit and the template. However, you may tailor the materials to suit your agency's specific needs.

Audience

The intended audience for this document are the agency team members responsible for implementing the blueprint services.

This may include:

- Agency blueprint project lead and other team members
- Agency blueprint change team
- Agency blueprint communications and engagement team.

Table of Contents

The Benefits Assessment toolkit comprises of three parts, outlined below:

The Benefits Assessment Toolkit is comprised of three parts:

Part 1:

Benefits Assessment

Introduction

Protected Utility blueprint engagement framework

The DTA Protected Utility blueprint framework defines how APS agencies access the blueprint, and how they can maximise the use of the blueprint for modern desktop services.

It is recommended that agencies conduct the Benefits Assessment during the *Adopt and Engage* phase. An early iteration may also be conducted during the *Prepare and Design* phase.
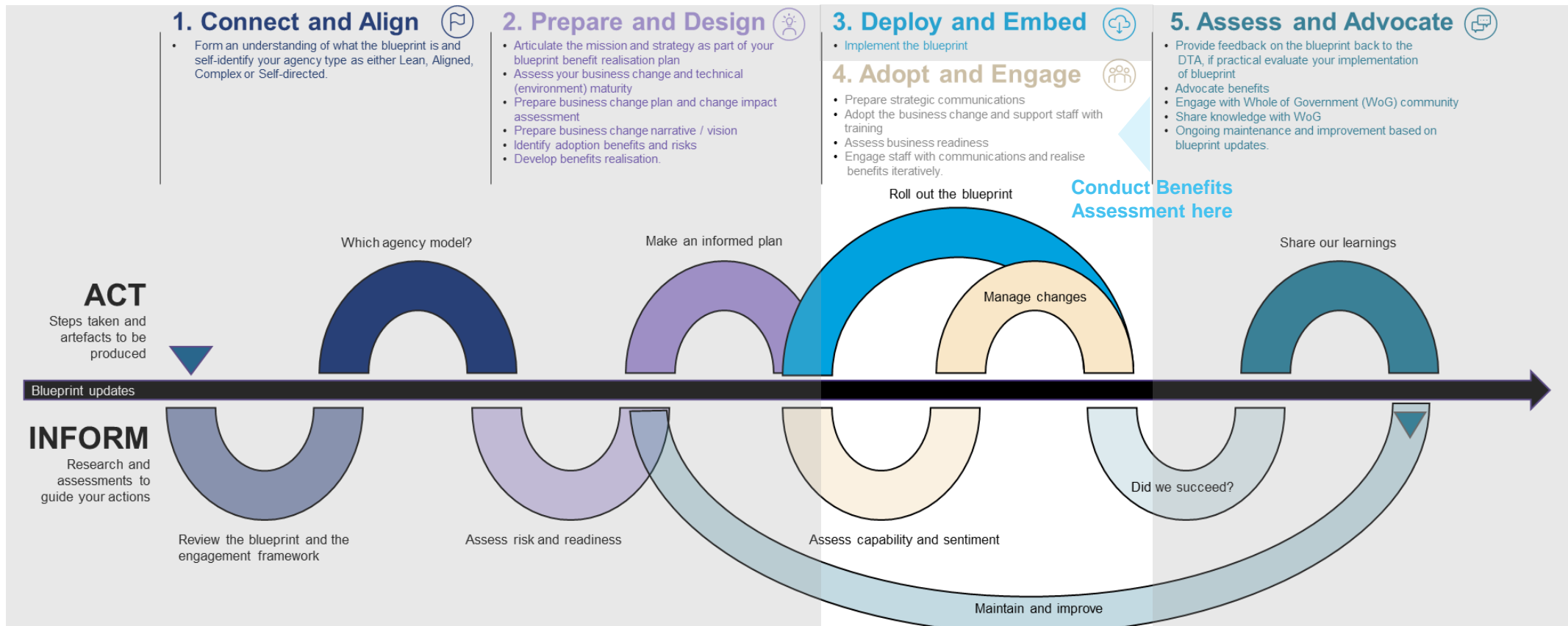
Protected Utility blueprint agency categories

DTA classifies the blueprint customer agencies into one of the four categories described below:

1. Lean	2. Aligned	3. Self-Directed	4. Complex
Lean agencies are generally small (usually <100 employees). They are constrained in terms of workforce skills, resources and budget; limiting their ability to introduce new technology and manage the associated business change. They are likely to benefit from the blueprint services. However, they may not have the necessary funding or change management and technology capability. They would likely require procuring the services of a change or technology partner to successfully adopt the blueprint.	**Aligned agencies** are best placed to benefit from using the blueprint services. These agencies have a desire to adopt cloud-based technology. However, they may encounter some challenges related to capability, funding and guidance on where to start. Additionally, Aligned agencies may not be aware of the complexity and scale of the business change required to fully realise the benefits of the technology.	**Self-directed agencies** have complex and specific business requirements, and already have mature technical environments. Cloud services do not always meet the diversity of their needs, however, they may have some areas / use cases that could benefit from the blueprint services. Additionally, the change process to realise the benefits of the blueprint is typically challenging within Self-Directed agencies.	**Complex agencies** are 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. This makes the benefits more uncertain and the transition process a real challenge – factors that are likely to form a significant adoption barrier. Additionally, (as with Self-Directed agencies) the change process to realise the benefits of the blueprint is challenging within Complex agencies.

The value of the Business Readiness Assessment template to each agency archetype has been described below:

Lean agencies need to consider their finite capability and resources against the complex requirements of implementing business technology and managing the associated business change. They may wish to engage a service provider who has prior experience with implementing the blueprint and providing technology and change services to government.	Aligned agencies may not have a specified change process, and could consider this toolkit as a resource to identify and measure transition benefits. Agencies should strive to use consistent benefits management and assessment methods across the organisation.	Self-directed agencies have their own workforce capability, dependencies, technology and change services which suit their needs. As such, they will have their own methods and tools for conducting a Benefits Assessment. For these agencies, this toolkit may be useful for comparison, or to supplement their existing business processes.	Complex agencies often have multi-vendor, multi-product technical environments with either unplanned or conflicting implementation roadmaps. They will typically have their own methods for Benefits Assessment. However, they could consider this toolkit as a reference to support and supplement their existing processes.

Part 2:

Benefits Assessment

Detailed Approach

In order to fully realise the benefits from the blueprint transition, it is vital that the Benefits Assessment activity is integrated into the project planning as well as change management planning by the transitioning agencies.

What is a benefit?

- A benefit is a measurable improvement resulting from an outcome perceived as an advantage by one or more stakeholders. Some commonly used benefit categories and examples are provided on slide 9.
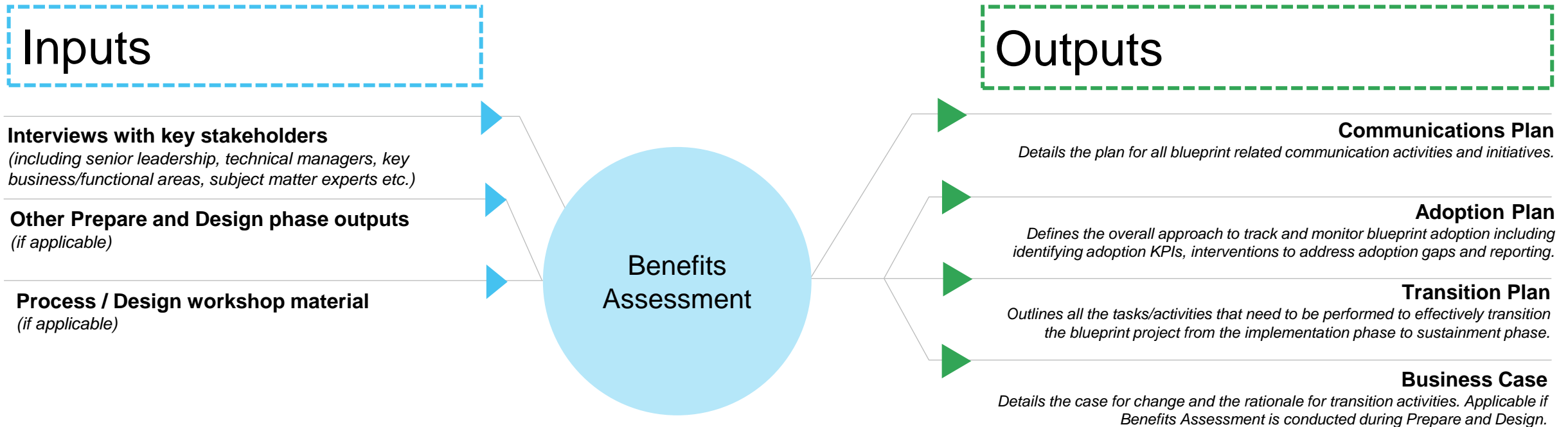
What is a Benefits Assessment?

- **A Benefits Assessment will enable the agencies to identify, monitor and measure the benefits that their agency and its end users expect to realise as a result of transitioning to the blueprint.**

- Measurement is a critical aspect of assessing benefits. This requires identifying a baseline current state and a future expected benefit.

- For a comprehensive output, Benefits Assessment should take into consideration points of view of a wide range of agency stakeholders.

- The outputs of this assessment will inform various change and communications activities, enabling a successful adoption of the blueprint by the agency end users.

How will a Benefits Assessment help manage the change for your organisation?

- A Benefits Assessment will:
  - Enable agencies to identify, monitor and measure the benefits associated with transitioning to the blueprint. Ultimately, this will assist agencies to realise the desired transition benefits
  - Enable targeted communications and engagement with stakeholder groups to build awareness and (positively) influence adoption of the change
  - Provide any early warning of potential problems with the blueprint transition
  - Provide a formal tracking mechanism for the identified benefits.

* - For some agencies, particularly those that identify with the Lean archetype, this self-assessment may be conducted by a service provider engaged by them.

Detailed Approach | Benefits Assessment inputs and outputs

Various inputs will be required to assist develop the Benefits Assessment. Once developed, the Benefits Assessment informs various change and communication activities. Inputs and outputs are identified below:

Inputs

Outputs

Interviews with key stakeholders
(including senior leadership, technical managers, key business/functional areas, subject matter experts etc.)

Other Prepare and Design phase outputs
(if applicable)

Process / Design workshop material
(if applicable)

Benefits Assessment

Communications Plan
Details the plan for all blueprint related communication activities and initiatives.

Adoption Plan
Defines the overall approach to track and monitor blueprint adoption including identifying adoption KPIs, interventions to address adoption gaps and reporting.

Transition Plan
Outlines all the tasks/activities that need to be performed to effectively transition the blueprint project from the implementation phase to sustainment phase.

Business Case
Details the case for change and the rationale for transition activities. Applicable if Benefits Assessment is conducted during Prepare and Design.

Detailed Approach | Types of benefits (Categories)

dta

Below are commonly used benefit categories, as well as examples against each category:

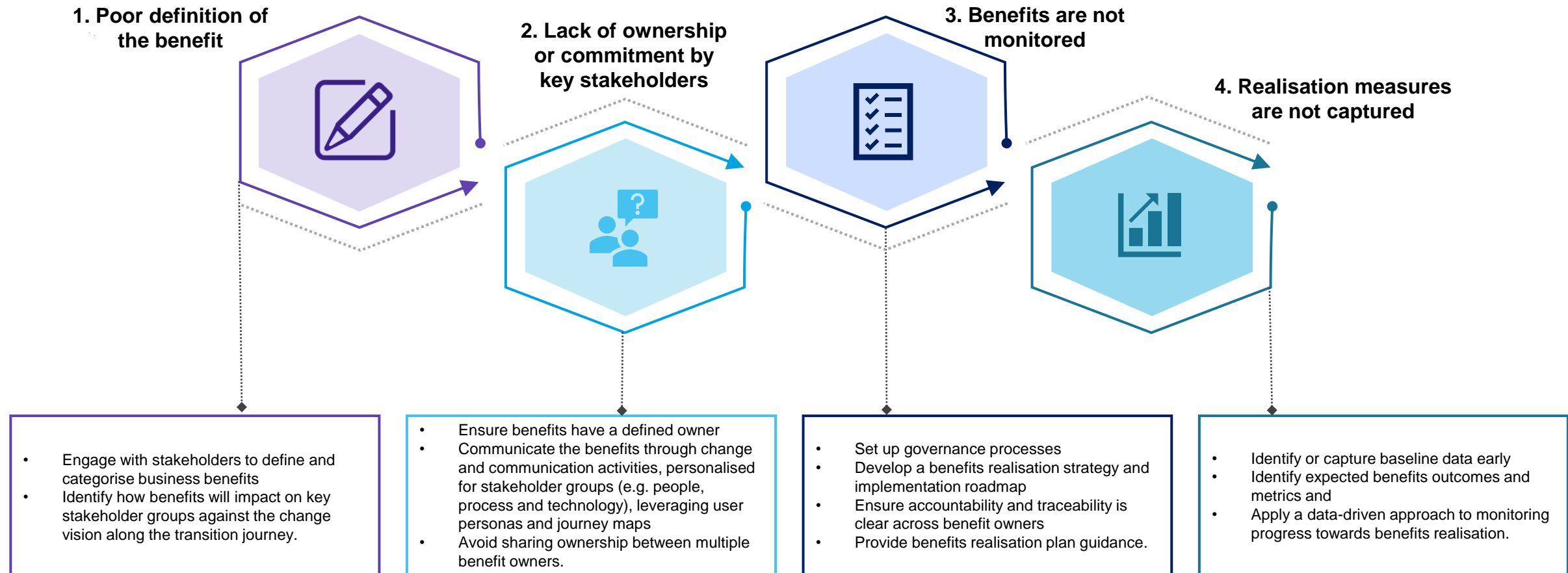| Benefits Category	Description	Examples
$ Financial (Cashable)	A financial benefit has a direct monetary value attributed to it. This value relates to costs saved that can be turned into actual dollar savings to be harvested from budgets or revenue that will be increased.	• Reduction in services expenditure • Reduction in labour costs • Efficiency across capability programs • Reduction in total operating cost.
Economic (Non-Cashable)	An economic benefit is one where a monetary value can be attributed, but which does not produce a reduction in actual dollar savings harvestable from budgets. Instead, it represents productive capacity that enables the re-assignment of resources to more valuable activities.	• A 10% reduction in the time staff spend on finding files on a server, therefore, enabling reassignment of this effort to other activities • Reduction in processing time by 30% as a result of automating a paper form • Reduction in network outages by 25% as a result of remediation activities.
Non-Financial	Non-financial benefits are those that are delivered by the project but do not translate into actual costs saved. They contribute to the strategic value being delivered by the project. For example, through improved service delivery or new capability. Non-financial benefits must be measurable, although they may be based on subjective measurement criteria (e.g. staff survey results).	• Increased staff satisfaction • Improved client satisfaction • Capability development • Reduced business risk.
Intangible / Indirect	An intangible or indirect benefit is an advantage that the project brings to the business but is not easily quantified or cannot be directly attributed to the project.	• Increased brand awareness • Increased societal trust • Increased industry competition.

Detailed Approach | Benefits Assessment steps

dta

The steps to undertake a blueprint Benefits Assessment are presented below. It describes what activities should be undertaken at each phase, along with providing an indicative view of the outcomes expected.

|	1. Identification	2. Refinement	3. Planning	4. Measurement
Purpose	**This phase involves developing a high-level view of the benefits expected from the blueprint transition.**	**This phase involves refining the benefits to include KPIs as well as update them based on any changes that may occur.**	**After refinement, this phase involves developing the benefit realisation plan.**	**This phase involves monitoring the benefits as well as measuring realisation.**
Key Activities	• Identify relevant stakeholders or groups, including impacted end users, team leads, leadership, and program team. Agency blueprint change team may use the blueprint stakeholder mapping and analysis for this. • Conduct workshops (small to medium group sessions) with the relevant stakeholders to identify and articulate transition benefits (using the categories provided on slide 10) as well as what stakeholders those benefits impact.	• Develop clear measurement approach and KPIs for each benefit. • Based on new changes or information from the wider project team, revisit the key stakeholders to refine or add to the benefits identified. • Re-validate who those benefits impact and how they may be measured.	• Building on the work completed in the previous steps, now develop a benefits realisation plan that includes the activities necessary for achieving the identified benefits. • It includes the timeline, tools and resources necessary to ensure benefits are fully realised. • It also includes identifying corrective actions in the event that the identified benefits are not realised.	• Track and analyse the data collected for measuring the progress on the identified benefits.
Responsible individuals / teams	• Agency blueprint change or project team • Relevant agency stakeholders from different business / functional areas.	• Agency blueprint change or project team • Relevant agency stakeholders from impacted business / functional areas.	• Agency blueprint change team • Agency project sponsor and other senior leadership.	• Agency blueprint change or project team.
Expected Outcomes	• Initial benefits drafted.	• Benefits refined / updated.	• Benefits realisation plan developed and implemented.	• Benefits realisation monitored and measured.

Detailed Approach | Benefits Assessment pitfalls

Realisation of benefits can be unsuccessful if benefits are poorly assessed and managed. Below are some common pitfalls as well as strategies to assist mitigation of those pitfalls for agencies to consider.

1. Poor definition of the benefit

2. Lack of ownership or commitment by key stakeholders

3. Benefits are not monitored

4. Realisation measures are not captured

- Engage with stakeholders to define and categorise business benefits
- Identify how benefits will impact on key stakeholder groups against the change vision along the transition journey.

- Ensure benefits have a defined owner
- Communicate the benefits through change and communication activities, personalised for stakeholder groups (e.g. people, process and technology), leveraging user personas and journey maps
- Avoid sharing ownership between multiple benefit owners.

- Set up governance processes
- Develop a benefits realisation strategy and implementation roadmap
- Ensure accountability and traceability is clear across benefit owners
- Provide benefits realisation plan guidance.

- Identify or capture baseline data early
- Identify expected benefits outcomes and metrics and
- Apply a data-driven approach to monitoring progress towards benefits realisation.

Part 3:

Benefits Assessment
Template

Template | Access

The Benefits Assessment template will provide a mechanism to capture, monitor and measure all transition benefits.

The Benefits Assessment template can be accessed by clicking the icon:
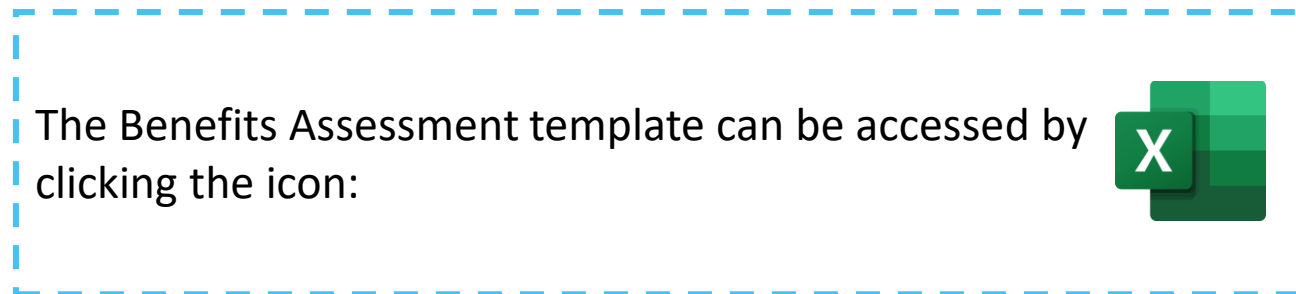
Note: Further information regarding how to complete the template has been included within the template itself. An example has also been included to further clarify how to use the template.

Thank you!