# Digital Transformation Agency Protected Utility blueprint

## Engagement framework

Business Readiness Assessment Toolkit

28 June 2021

# Document Purpose

## Purpose

The purpose of the Business Readiness Assessment toolkit is to **provide Australian Public Service (APS) agencies with detailed guidance on how to conduct a Business Readiness Assessment**, also known as a **Change Readiness Assessment**.

In this toolkit we describe the detailed approach for the assessment, including the steps that need to be undertaken to assess business readiness, to enable 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 16), provides the suite of materials required to design and deliver business readiness 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 is the agency team members responsible for implementing blueprint services.

This may include:

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

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The Business Readiness Assessment toolkit comprises of three parts, outlined below:

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# Part 1:

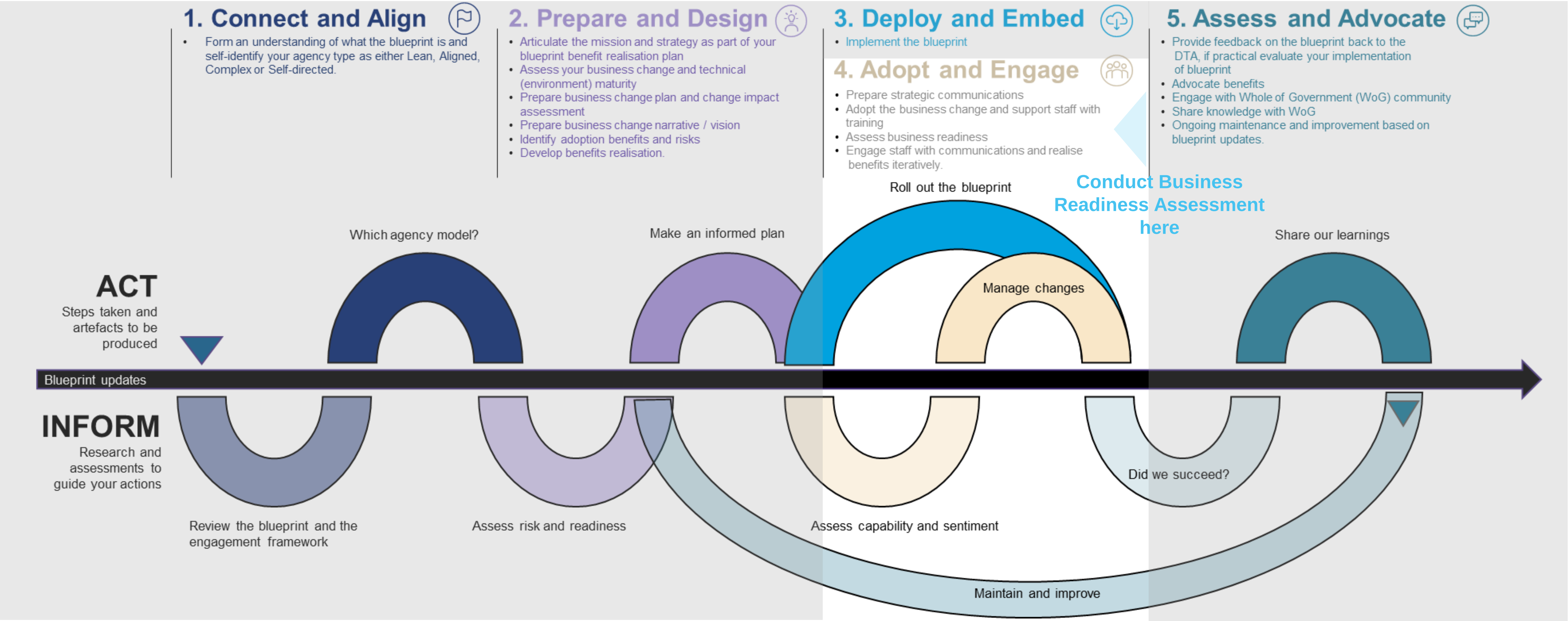
## Business Readiness Assessment

## Introduction

# Protected Utility blueprint engagement framework

The DTA Protected Utility blueprint engagement 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 Business Readiness Assessment during the *Adopt and Engage* 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 assess their organisation's change / business readiness. Agencies should strive to use consistent Business Readiness 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 Business Readiness 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 Business Readiness Assessments. However, they could consider this toolkit as a reference to support and supplement their existing processes. |

# Part 2:

## Business Readiness Assessment

## Detailed Approach

# Detailed Approach | Overview

A Business Readiness Assessment assists in identifying and assessing how ready impacted stakeholders within agencies are to changes that will be brought about as a result of transitioning to the blueprint.

## What is business readiness?

- Business readiness is a state where agency staff / employees feel ready to implement a change and are confident in their collective capability and capacity to do so.

## What is a Business Readiness Assessment?

- **A Business Readiness Assessment will assist agencies in identifying areas of resistance and determine where stakeholders stand in regard to accepting the blueprint changes.**
- It will enable the agencies to identify and self-assess* how ready, willing and able they are to adopt business process and system changes.
- It will assist agency change team to reduce potential adoption risk by identifying gaps in change interventions employed by the agency to support the transition. The assessment results help agency change teams identify and action specific communication, training and engagement activities to ensure that all stakeholders are prepared for the change at (and beyond) go-live.
- Typically, a Business Readiness Assessment is conducted as part of the change management stream of work, immediately prior to implementing a large business change or technology deployment.

## How will a Business Readiness Assessment support your agency?

- A Business Readiness Assessment will:
    - Enable agencies to identify the pain points and resistance associated with adoption of the blueprint and assist in creating a mitigation plan (or adjusting existing plans). This will also assist agencies in planning for the adoption of a new business change, close to when the time is right.
    - Support agencies in refining change activities to establish common goals and priorities, as well as drive behaviours and mindsets that enable stakeholders to embrace future changes
    - Allow relevant agency teams to understand how well the project communication, training and other deployment activities are received at end-user level.



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

# Detailed Approach | Business readiness inputs and outputs

Various inputs will be required to develop the Business Readiness Assessment. Once developed, it informs various transition activities. Inputs and outputs are identified below:

## Inputs

**Blueprint design documents**

**Stakeholder mapping and analysis**

**Change Impact Assessment (CIA)**

**Validation information from relevant teams / functional areas**

Business Readiness Assessment

## Outputs

**Risk Mitigation Plan**
*Develop mitigation actions to enhance opportunities and reduce risks to project objectives.*

**Leadership Action Plan**
*Details the actions that need to be carried out by the leadership (and the change team to engage the leadership) to successfully adopt the blueprint change.*

**Communications Plan**
*Detail the plan for all blueprint related communication initiatives.*

**Training Needs Analysis and Training Plan**
*Identify end-user training requirements and describe the overall the approach for rolling out raining, including upskilling requirements, training schedule, delivery and evaluation approach.*

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

**Transition Plan**
*Outline all the tasks to effectively transition the blueprint project from the implementation to sustainment.*

# Detailed Approach | Business Readiness Assessment methods

A variety of assessment methods may be employed by the agency change team to assess the business readiness of their stakeholders. The choice of assessment methods may be based on the characteristics of the stakeholder group, their availability and the change team's ability to implement the approach (in terms of resources / effort). It is recommended that the agency change teams strive for a balance of quantitative and qualitative results.

| Assessment Method | Description | Facilitator | Suggested Audience | Suggested assessment materials |
|---|---|---|---|---|
| **Surveys** | • Most commonly used method to assess business readiness.<br>• Generally executed as online surveys that are anonymous, short and sharp, and have a large geographical reach.<br>• It is also recommended that the survey be targeted at a pilot group (if applicable) within the agency in the first instance. | • Agency blueprint change team. | • All impacted stakeholders<br>• Directly and indirectly impacted stakeholders<br>• Agency's IT team members. | • Business Readiness Assessment Survey (initial survey) (please see slide 12)<br>• Business Readiness Pulse Check Survey (follow up survey/s) (please see slide 12)<br>• Rating scale (please see slide 13). |
| **Focus groups** | • Facilitated discussions to gain qualitative insights from a targeted, representative sample of primary stakeholders. Generally, around 9-12 per group.<br>• If required, this approach may supplement the survey. | • Agency blueprint change team. | • Change network<br>• Workshop participants. | • Readiness questions for the session (informed by questions from the template on slide 16)<br>• Stakeholder Matrix for tracking observations<br>• Rating scale (please see slide 13)<br>• Session notes. |
| **One-on-one interviews** | • One-on-one interviews with select program stakeholders from various levels.<br>• If required, this approach may supplement the survey. | • Agency blueprint change team. | • Key Leaders in business / functional areas. | • Readiness questions for the session (informed by questions from the template on slide 16)<br>• Stakeholder Matrix for tracking observations<br>• Rating scale (please see slide 13)<br>• Session notes. |

# Detailed Approach | Business Readiness Assessment dimensions

The seven dimensions described below may be used to assess how ready the impacted stakeholders are to transition to the blueprint. These dimensions will assist agencies in developing a pragmatic and holistic approach to analysing business readiness. The dimensions below are indicative and agencies may tailor / add to these themes to suit their specific requirements.

**1. Compelling change narrative**
There is a clear well understood need for the change.

**2. Clear vision**
Stakeholders understand what the department and their role will look like when the implementation is complete.

**3. Defined plan**
Stakeholders understand what is required of them to transition.

**4. Organisational capability**
Stakeholders have the skills required to transition to and maintain the change.

**5. Sufficient motivation**
Stakeholders are motivated to support transitioning to the blueprint.

**6. Communication**
The right information is communicated to the right people at the right time.

**7. Training**
The right training information is communicated to the right people at the right time (if applicable).

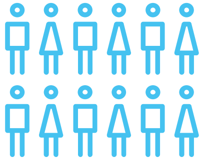
To the left are the **seven dimensions of readiness assessment** that are critical for success of blueprint adoption.

- The seven dimensions of readiness assessment provide the agency change teams with the key areas that are critical to assess when conducting a Business Readiness Assessment.
- The agency change team can build a survey questionnaire against these dimensions. These questions are aimed at seeking information from impacted stakeholders regarding their readiness to transition.
- Respondents will be asked to provide their responses using a rating scale as well as free text.
- The responses will then be analysed by the agency change teams to determine user readiness as well as to develop action plans.

# Detailed Approach | Setting up the survey

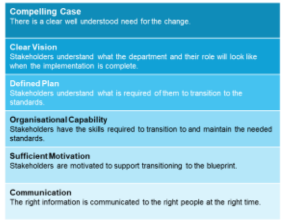
The steps defined below provide guidance to agency change teams on how to set up the survey, define the target audience and take action based on the results.

## 1. Select key stakeholder groups



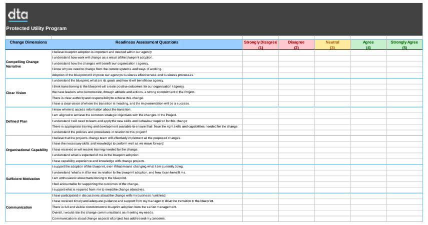
- Define groups, including impacted end users, team leads, leadership, and program teams. Agency change team may use the blueprint stakeholder mapping and analysis for this.
- Acquire distribution lists to contact identified stakeholders.

## 2. Build survey questionnaire and tools



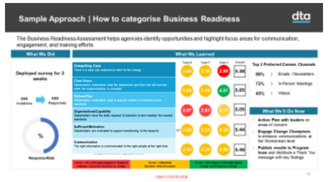

- Develop survey questions to assess readiness against each of the seven dimensions described in slide 11.
- Determine tools and distribution method per stakeholder group (please see slide 10).

## 3. Conduct assessments




- Distribute survey questionnaire (this may be done using an online survey tool).
- Collect initial assessment data.

## 4. Compile results and implement action plan




- Identify areas most in need of attention.
- Recommend action steps for stakeholder groups and/or individuals.
- Monitor progress.

# Detailed Approach | How to interpret survey results

The table below demonstrates how survey results may be interpreted by agency change teams, using the proposed rating scale. Agencies may tailor this template to suit specific requirements.

| QUESTIONS | Strongly Agree 5 | Agree 4 | Neither Agree nor Disagree 3 | Disagree 2 | Strongly Disagree 1 | *Survey(s)* |
|---|---|---|---|---|---|---|
| What business area / team are you from? (Selection from list) | | | | | | |
| **COMPELLING CHANGE NARRATIVE** | | | | | | |
| 1. I understand why we are implementing M0365 | | | | | X | Initial |
| 2. I understand the benefits that M0365 will provide | | | X | | | Initial |

**Impacted stakeholder rating scale**

| 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|
| **Strongly Disagree** | **Disagree** | **Neither agree nor disagree** | **Agree** | **Strongly Agree** |
| Does not demonstrate any behaviour/activity in readiness statement. | Demonstrates minimal behaviour/activity in readiness statement. | Somewhat demonstrates activity/ behaviour outlined in readiness statement. | Mostly demonstrates activity/ behaviour outlined in readiness statement | Demonstrates all activity/ behaviour outlined in readiness statement. |

**Change Readiness rating scale**

| Not Ready | Not Quite Ready | Somewhat Ready | Almost Ready | Ready |
|---|---|---|---|---|
| **Stop**<br>This is a high risk, high impact issue and needs to be addressed immediately | **Reconsider**<br>This is a high risk, high impact issue and needs to be addressed. | **Mitigate & monitor risks.**<br>Keep a close eye on the risks that have risen from the surveys. | **Develop**<br>What additional support can the agency change team provide to stakeholders to be ready for go-live? | **Go Live.**<br>This is not an issue or risk that requires attention. |
| Redesign the approach to awareness and communications. | Consider the weaknesses and identify a solution to increase engagement. | Consider the weaknesses in communications and support and identify how these can be better. | Identify the gaps in engagement and increase communications and support in those areas. | Maintain the level of commitment through engagement, training and communication. |

# Detailed Approach | Business Readiness Assessment steps

The steps to undertake a blueprint Business Readiness 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. Preparation | 2. Data gathering | 3. Analysis | 4. Reporting and next steps |
|---|---|---|---|---|
| **Purpose** | **This phase involves completing preparatory work required to conduct the assessment.** | **This phase involves conducting the survey as well as focus groups / interview sessions aimed at gathering information regarding the readiness of the impacted stakeholders.** | **This phase involves analysing assessment results.** | **This phase involves using the results from the Business Readiness Assessment to develop action plans for mitigation activities.** |
| **Key activities** | • Identify the assessment target population i.e. stakeholders who will be impacted by the transition.<br>• Develop questionnaires that may be used as part of the survey and/or focal groups / interviews. An indicative set of sample questions (please see slide 11) has been provided within the Business Readiness Assessment template (please see slide 16).<br>• Work with other blueprint project teams to confirm the timing of the initial and follow up survey and/or focus groups / interviews. | • Disseminate the survey to identified stakeholders via the agency approved survey tool.<br>• If applicable, conduct the focus groups and/or interview sessions with a sample pool of impacted stakeholders. This may supplement gathering data via surveys. Agencies may decide to do so depending on specific requirements. | • Analyse the survey results that provide readiness information, focussing on the seven dimensions (please see slide 11). In particular, focus on areas that require further change effort.<br>• Develop a results report to communicate findings to other relevant teams. | • Use the readiness information and insights to develop customised action plans that supplement the plans below:<br>o Risk Mitigation Plan<br>o Leadership Activities Plan<br>o Communications Plan and Narrative<br>o Training Plan<br>o Adoption Plan<br>o Transition Plan. |
| **Responsible individuals / teams** | • Agency blueprint change team<br>• Other agency blueprint project teams. | • Agency blueprint change team<br>• Relevant agency stakeholders from impacted business / functional areas. | • Agency blueprint change team. | • Agency blueprint change team<br>• Agency blueprint project lead<br>• Agency blueprint communications team<br>• Agency blueprint training team<br>• Agency blueprint technology teams (for transition activities). |
| **Expected outcomes** | • Stakeholders for readiness assessment identified<br>• Questionnaire for survey and/or focal groups/interviews developed<br>• Assessment timeline confirmed. | • Business Readiness Assessment survey disseminated<br>• Business Readiness Assessment focus groups / interviews completed (if applicable). | • Business Readiness Assessment results report completed. | • Action plans to address key issues developed (please see slide 9 for Business Readiness Assessment outputs). |

# Part 3:

## Change Impact Assessment

Template

# Template | Access

The Business Readiness Assessment template will provide a mechanism to capture and consolidate all business readiness information. Based on the inputs, the tool will enable analysis and summarise the business readiness levels (from 1 to 5, where 1 is risk that needs to be addressed and 5 is ready).

The Business Readiness 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.

# Thank you!