

Australian Taxation Office Easier, Cheaper and More Personalised Change Program

Independent Assurer Report
Version 1.0 Final
Period covering 1st – 31st November 2005

Commercial In Confidence



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Focus of the November Assurance

In past months, the Independent Assurer has predominantly aligned its review with the construct of the program; ie at a release level. Whilst this achieves good program issue insight, it does not easily lend itself to identifying any cross-program issues that may be present. For this last month (November), and in future, the IA shall focus its investigation in a cross-program manner so as to highlight cross-release issues that are present. The cross-release streams of focus for the IA team are:

- PMO & Governance,
- Design & Development,
- Testing & Deployment, and
- Change Management.

Group interviews were conducted with the team, as well as a review of issues and documentation. Whilst it is pleasing that no areas are considered to be at a 'red' status (ie Major Issues that will impact the schedule or budget), there are issues that require consideration and attention. All the issues stem from the cross-release perspective, and are grouped as:

- Dependencies, resourcing & information management,
- Behavioural Change, and
- Cross-Release Design & Development.

Dependencies, resourcing & information management :

Close management of dependencies across the program are of critical importance if the project is to be managed end-to-end. Several cross-program issues have been identified at the PMO & governance level that stem from a disconnect between the releases.

Some identified dependencies on the Dependency Register are considered to be on the critical path of the program but this criticality is not represented when issues are escalated for resolution.

Of a similar nature is the R2 & R3 resourcing. The phasing of R2 will impact the resourcing that is planned to move to R3. Without clear dependency identification of this critical resource, the phasing of R2 may not be seen to impact R3 until it is too late to address it.

The baselines for R2 & R3 Earned Value are not aligned. Without alignment, the value of EV as a cross-program progress monitoring tool is very limited.

The PMO have recently provided direction on information management procedures. It is recognised that each release has implemented different methods of managing information. There remains different methods between the releases around the management of the project information.

All these issues suggest a lack of cross-stream dependency and standards management. This disconnect will mean that dependent impacts may be identified too late to effect change.

Behavioural Change and Effective Change Management:

For many months, the IA has been highlighting the need for articulating the nature and scope behavioural change to ensure the systems are well accepted and adopted. This month it has again been found that important deliverables which scope the degree of behavioural change (in particular Journey Definition Maps) are still to be finalised. It is critical the extent of Change Management required for R2 is clear so that change teams (Change Agents) and communications activities are correctly constructed and targeted.

Integrated Deployment and Integrated communication plans are still being finalised. Until these are in place, and an agreed suite of communications products and their usage is adopted, the change management and deployment preparation for Release 2 is a risk.

There is currently a significant focus on change & deployment management so it is hoped these issues can be addressed shortly. It will require active, complementary working and commitment between Central Change and the Release 2 deployment preparation & readiness activities, and the executive as a whole, to make the roll-out a success.

Cross-Release Design & Development:


Generally, the design & development for both Releases 2 and 3 is progressing well. There are several indications though that the changes still being introduced for Release 1 may not be being incorporated into Release 2. This will result in the need to manually configure those changes into the Release 2 build stream. This can lead to variances between the production system and the new Release 2. Urgent consideration should be given to ensuring the builds are aligned and that the R2 build takes over from R1 as soon as possible to avoid build contention. CPSF needs to be tightly coupled into this changeover and respective responsibilities made clear.


There are some complaints that the Release 3 BRG's issues raised are not being actioned. There is a clear need for feedback to close the loop. Perhaps some of the envisaged Release 3 workshops could be used for such feedback.

The summary ratings for each of the work streams are indicated below:

Overall Workstream Ratings Summary	
Workstream	Overall Rating
Program Management & Governance	Amber
Change Management	Amber
Design & Development	Amber
Testing & Deployment	Amber

 = On Track

 = Concerns raised.
Mitigating actions in plan

 = Major issues identified. Impacts to
timeline and/or budgets

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Program Management and Governance

- PM&G.1** Highlight dependencies and issues that fall on the critical path in reporting and when escalating for resolution.
- PM&G.2** Conduct cross release resource contingency planning in order to mitigate the impact of potential delays in releasing R2 resources to R3.

Change Management

- CM.1** Central Change to propose a go-forward strategy for ‘analytical’ journey definition maps to ensure essential data on the behavioural shifts for R2 and R3 are documented for use by the Releases.
- CM.2** Central Change and Release 2 to identify the areas in which certain behavioural changes can be introduced early to increase the likelihood of system uptake and deployment success.
- CM.3** All changes to the intent of Program and Release deliverables be analysed for their impact on Change Management outcomes prior to any future changes being agreed with the business.
- CM.4** Any meetings to review/scope the potential behavioural changes required to support Release 2 deployment should use all relevant Journey Management data to support decision-making, including the use of staff involved in the production of those deliverables.
- CM.5** Central Change/Release 2 Communications to target SES/EL staff levels as a priority (prior to end December) in order to commence building awareness to support Release 2 deployment activities.

Change Management (continued)

- CM.6** Actively manage down ancillary requests for ad-hoc communications deliverables.
- CM.7** If the CP/ARL workshop fails to gain agreement on a clear way forward for CP communications products, obtain executive intervention to close out this issue.
- CM.8** Review Communications Product Approval Process to reduce the number of approvers, and improve process efficiency.
- CM.9** Focus management attention to close out the development of the change tracking survey tool, and clearly articulate the process for gathering feedback/'change intelligence' from the business.
- CM.10** Program/Release 2 to integrate readiness approaches and tools to ensure maximum benefit is gained from current effort, and avoid activity duplication.
- CM.11** Develop closer integration between Central Change (Communications & Stakeholder Management), and Release 2 (Communications, Training, Readiness) readiness activities to improve quality of pre-deployment activities, and minimise rework.
- CM.12** Central Change and Release 2 communications should leverage the Compliance SES Conference and the final Release 2 Workshop to build executive/manager awareness and commitment.

Design & Development

- DD.1** Encourage Release 2 CDT members to use the provided 'sandpit' area to become more familiar with Siebel. Provide training modules to assist CDT learning and understanding. This may also serve to test the training materials.
- DD.2** Minimise parallel development and consequent divergence between Siebel repositories *across releases* by ensuring there is a clear handover of the development repository.
- DD.3** Actively circulate the Change Program responses to the Release 3 Review and Reference group feedback
- DD.4** ICT should work with the CP to determine coding standards and principles that should be applied to ICP, as a matter of priority. It is acknowledged that the initial build activities will be used to assist in determining these standards.
- DD.5** Define and agree a concise process for managing the items on the Inter Release Transfer Log ASAP.
- DD.6** To avoid and/or minimise 'throw away' development, it is recommended the program creates a single point of accountability for Siebel design and development (including control of the Siebel repository) across releases. Similar 'Centre of Excellence' approaches have proven successful in other large enterprises. At the ATO, it should incorporate Siebel Gatekeeper, Production Support, Release Designers and Integrated Solution Design. Both technical *and* business concepts of the solution must be addressed.

Testing & Deployment

- TD.1** Resolve who is responsible for the Release 1 ETL Extension work, testing, regression testing with Release 1, and deployment. Resolve when the extensions are required for Release 2.

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Overall Workstream Rating: Amber		
Criteria	Rating	Key Findings
Program Management & Governance Management - November Report Focus		<p>This month, Independent Assurer activities for Program Management & Governance (Program and Release level) have focussed on:</p> <ul style="list-style-type: none"> - Dependency Management - Earned Value Management - Resourcing - Information Management - Aged Issues & Dependencies
Dependency Management	Amber	<ul style="list-style-type: none"> • The dependency register identifies items on critical path. Dependencies that are overdue are sometimes not reported or identified as being on the critical path. Indication of critical path dependencies will allow the program management to focus on those dependencies that create slippage. <p>Conclusion:</p> <ul style="list-style-type: none"> • Management needs to be presented with escalated dependencies & issues to make decisions in the context of their impact on program schedule. (Refer to Recommendation PM&G.1)

Green = On Track

Amber = Concerns raised. Mitigating actions in plan

Red = Major issues identified. Impacts to timeline and/or budgets

Overall Workstream Rating: Amber		
Criteria	Rating	Key Findings
Earned Value Management	Amber	<ul style="list-style-type: none"> Inconsistent timesheet reporting and a 'record number' of project plans not being updated with EV data makes key indicators like Schedule Performance Index and Cost (effort) Performance Index inaccurate. The Earned Value adjusted business case and project server baselines are not aligned for R2 & R3. Tighter control needs to be exercised in order to ensure alignment. <p>Conclusion:</p> <ul style="list-style-type: none"> In order for Earned Value reporting to make a valuable and accurate contribution to the management of the program, Earned Value inputs reporting must be accurate, timely and complete.
Resourcing	Amber	<ul style="list-style-type: none"> The risk associated with R2 phasing the implementation may have consequential impacts on R3 resourcing. Cross release resource planning is required in order to reduce the impact of delays in releasing R2 resources to R3. <p>Conclusion:</p> <ul style="list-style-type: none"> The impacts of R2 phasing the implementation need to be considered at program level. (Refer to Recommendation PM&G.2)

Overall Workstream Rating: Amber		
Criteria	Rating	Key Findings
Information Management	Amber	<ul style="list-style-type: none"> It is pleasing to see that a review has been conducted of information management. Significant background work is required in order to implement the review. It is recognised that each release has implemented different methods of managing information. Across the program the business rules still allow: <ul style="list-style-type: none"> draft versions to be held on either the LAN or Sharepoint, revision history to be held in a different repository, documents to be manually moved from one repository to another on document finalisation. deliverable review processes to be at the discretion of individual teams. <p>Conclusion:</p> <ul style="list-style-type: none"> The revised business rules don't provide a consistent method of managing information across the program. The use of numerous repositories overly complicates the program's information management.


Overall Workstream Rating: Amber		
Criteria	Rating	Key Findings
Aged Issues and Dependencies	Green	<ul style="list-style-type: none"> It is positive to see the direction that aged issues and dependencies greater than 2 weeks beyond their due date be raised at the weekly CP status meeting. This has resulted in a significant reduction in aged issues & dependencies. <p>Conclusion:</p> <ul style="list-style-type: none"> The approach been taken regarding accountability for issues should continue.

Overall Workstream Rating: Amber		
Criteria	Rating	Key Findings
Change Management - November Report Focus		<p>This month, Independent Assurer activities for Change Management (Program and Release level) has focussed on identifying issues related to pre-deployment activities and business readiness. Interview findings and observations have been structured into the following categories:</p> <ul style="list-style-type: none"> - Journey Management & Behavioural Change - Stakeholder Management – Internal Focus - Training & Performance Support - Communications Effectiveness - Deployment Readiness

Overall Workstream Rating: Amber		
Criteria	Rating	Key Findings
Journey Management - Behavioural Change	Amber	<ul style="list-style-type: none"> • Two recurring issues arose during the interview process for Journey Management. These issues included completion and use of Journey Definition Maps, and the Change Tracking Survey tool. Both deliverables are running behind schedule. • Firstly, it has been found that the intent of the definition maps have changed from being an analytical tool to a communications tool, with the quality of behavioural change findings being ‘watered down’ to enable broad business dissemination. • A critical purpose of Journey Management activities is to understand the degree of behavioural change required to support the future state. This focus has been undermined by losing the intent of this deliverable through the review and approval process. The requirement to provide the analytical data remains, which means that this deliverable is likely to be impacted by further schedule slippage as versions for both analysis and communications require finalisation and review. • The purpose and value of Journey Definition Maps in supporting business readiness should not be underestimated. Their ability to highlight areas for early business intervention, as well as shape readiness activities, is now at risk. A key opportunity to improve the likelihood of deployment success could be lost. • It was also reported that key Change Program and R2 leadership members would be meeting in late November to resolve issues related to the scope of behavioural change activities related to Release 2 deployment. These deliberations should include the use of all relevant Journey Management data to support decision-making, including discussions with staff involved in the production of deliverables.

Overall Workstream Rating: Amber		
Criteria	Rating	Key Findings
Journey Management - Behavioural Change (continued)	Amber	<ul style="list-style-type: none"> Secondly, the development and use of a change tracking survey tool was raised during interviews. Despite being behind schedule, clarity exists at the Program level as to the status, use and content of the tool. However, Release 2 Communications has indicated a lack of understanding concerning plans related to the survey tool, and its use in bench-marking, temperature checking, and/or providing feedback on the effectiveness of either Program or Release communication activities. Similar instances of a lack of understanding between Program and Release teams were reported in most interviews. See Deployment Readiness section for finding. <p>Conclusions:</p> <ul style="list-style-type: none"> Central Change to propose a go-forward strategy to ensure essential data on the behavioural shifts for R2 and R3 are documented for use by the Releases (Refer to Recommendation CM.1) Central Change and Release 2 to identify the areas in which certain behavioural changes can be introduced early to increase the likelihood of system uptake and deployment success (Refer to Recommendation CM.2) All changes to the intent of Program and Release deliverables be analysed for their impact on Change Management outcomes (Refer to Recommendation CM.3) Any meetings to review/scope the potential behavioural changes required to support Release 2 deployment should use all relevant Journey Management data to support decision-making, including the use of staff involved in the production of those deliverables (Refer to Recommendation CM.4)

Overall Workstream Rating: Amber		
Criteria	Rating	Key Findings
Stakeholder Management – Internal Focus	Amber	<ul style="list-style-type: none"> The pilot of the Change Agent Network is nearing completion. This pilot assessed the viability of plans to manage stakeholders through a network of chosen managers within the organisation’s existing management framework. Embedding the new Change Agent Network into the ATO to support Release 2 Deployment remains a critical issue for improving the likelihood of deployment success. Initial results from the pilot indicate a high degree of enthusiasm in proposed network members, as well as a huge desire for information from staff with whom the pilot Change Agents were involved. Initial feedback through pilot participants identified that staff awareness of the Change Program and Release 2 is low. However, the logistics for supporting a network rollout of between 60 and 300 agents is not clearly understood. Recommendations will be made to CP executives next month to decide wider implementation of the network. Anecdotal data gathered during the pilot indicated Change Program and Release 2 knowledge amongst SES and EL1s/EL2s remains low. This data should cause concern for readiness activities given it is these staff levels who will be the primary mode for disseminating communication products. The same finding was reported in several interviews this month, quoting different communication contexts. <p>Conclusion:</p> <ul style="list-style-type: none"> Central Change/Release 2 Communications to target SES/EL staff levels as a priority (prior to end December) in order to commence building awareness to support Release 2 deployment activities (Refer to Recommendation CM.5)

Overall Workstream Rating:		
Criteria	Rating	Key Findings
Training & Performance Support	 Amber	<ul style="list-style-type: none"> • Progress has been made in this area with the Training & Performance Support Strategy, and Integrated Curriculum deliverable now complete and undergoing approval processes. Business training resources have commenced the development of the 'Skilling and Deployment Strategy' and Business Curriculum. • Once complete, these documents, will enable the estimation of training durations for impacted staff. It is planned that this data will be available for the Release 2 workshop being held mid December. • However, delays in the completion of the Integrated Deployment Plan, and its delivery mid December means that an picture of the collective impact of training on the business during deployment will remain unknown for several weeks. Work to confirm the feasibility of the Integrated Deployment Plan could also be affected. • Management of development and logistics activities within this work stream pose a significant challenge to readiness. The size of the business training requirement, and the ability for Release 2 to oversee both streams of training activities is flagged as a risk. It is also noted that business training deliverables do not appear in Release 2 training status reports, but will appear in the Readiness Checklist. • The extended lead times required to develop computer/web-based learning modules should also be causing concern given the business curriculum will require the development of multiple modules, and the full extent of business training requirements is yet to be finalised. <p>Conclusion:</p> <ul style="list-style-type: none"> • This area will be closely monitored in the coming weeks to monitor risk to readiness

Overall Workstream Rating: Amber		
Criteria	Rating	Key Findings
(S-5) Communications Effectiveness	Amber	<ul style="list-style-type: none"> • Resourcing of the Program and Release 2 Communications teams is being finalised, with the four planned Release 2 resources arriving by end November. • Significant progress has been made in this area with products being developed, approved and used to support 'Case Conversations'. This represents a clear improvement from past reports. • A Release 2 Communications plan is being developed as a priority by the new team. However, the current absence of this plan is impacting the team's ability to manage ancillary requests from both the Program and business. Impacts on the development of core deliverables are already being felt. • Integration of communication activities between ARL, Program and Release resources remains an ongoing issue. A workshop is being conducted at the end of November to resolve remaining issues. In the event that the CP/ARL workshop fails to gain agreement on a clear way forward for CP communication products, executive intervention should be applied to close out this issue. • The product approval process was reported as arduous, extensive, time-consuming, and likely to cause schedule delays. Specific questions were raised regarding the number of approvers required to release a communications product. • Alignment of Model Office activities in relation to video production also caused some concern in several forums this month. Release 2 Communications believes Model Office activities and priorities need to be re-aligned with the strategies and campaigns being planned by Release 2.

Overall Workstream Rating: Amber		
Criteria	Rating	Key Findings
(S-5) Communications Effectiveness (continued)	Amber	<ul style="list-style-type: none"> Finally, Release 2 Communications expressed frustration around the unavailability of an evaluation/change tracking survey tool, together with the apparent absence of a clear feedback loop/intelligence gathering mechanism. While these issues are being addressed, they represent deficiencies in the current Change Management infrastructure for the program. They also represent areas of the program which are running behind schedule. <p>Conclusion:</p> <ul style="list-style-type: none"> Actively manage down ancillary requests for ad-hoc communications deliverables (Refer to Recommendation CM.6) If the CP/ARL workshop fails to gain agreement on a clear way forward for CP communications products, obtain executive intervention to close out this issue (Refer to Recommendation CM.7) Review Communications Product Approval Process to reduce the number of approvers, and improve process efficiency (Refer to Recommendation CM.8) Focus management attention to close out the development of the change tracking survey tool, and clearly articulate the process for gathering feedback/‘change intelligence’ from the business (Refer to Recommendation CM.9)

Overall Workstream Rating: Amber		
Criteria	Rating	Key Findings
Deployment Readiness	Amber	<ul style="list-style-type: none"> • Following this month's deployment readiness and Corporate Design Forum workshops, activities to finalise an integrated Deployment Plan and Readiness Checklist are underway. Completion and approval of these deliverables is expected within the next 2-3 weeks. • During the interview process, a number of tools and deliverables were described as being relevant to either assuring or managing deployment readiness. These include: a deployment dashboard for QA purposes; 'Mission Control' tool; Change Management assurance process; Integrated Deployment Plan; Readiness Checklist; and readiness criteria being considered at the Program and Release levels. • Readiness activities have progressed rapidly during this reporting period, which demonstrates positive progress. The next task for the Change Program is to integrate these activities to ensure maximum benefit is gained from current efforts. A rationalisation process may also be needed to avoid activity duplication. • In addition, closer integration between Central Change (Communications & Stakeholder Management), and Release 2 (Communications, Training and Readiness) activities is required. During interviews across all areas, it was identified that a clearer understanding of the tasks and strategies being pursued by respective areas would improve the quality of pre-deployment activities, and minimise rework.

Overall Workstream Rating: Amber		
Criteria	Rating	Key Findings
Deployment Readiness (continued)	Amber	<ul style="list-style-type: none"> Interviewees again identified the need to further develop senior executive understanding across Release 2 solutions, increase their commitment to deployment activities, and provide them with the direction to drive out messages to key audiences. More work to engage NPMs to develop awareness, understand concerns, and gain commitment was again highlighted. Combined with the findings related to SES and EL1/2 awareness levels, this lack of awareness/engagement in executives and managers poses a real risk to cascading strategies. The Compliance SES Conference and the final Release 2 Workshop for 2005 have been identified as forums to tackle this issue. <p>Conclusion:</p> <ul style="list-style-type: none"> Program/Release 2 to integrate readiness approaches and tools to ensure maximum benefit is gained from current effort, and avoid activity duplication. (Refer to Recommendation CM.10) Develop closer integration between Central Change (Communications & Stakeholder Management), and Release 2 (Communications, Training and Readiness) readiness activities to improve the quality of pre-deployment activities, and minimise rework. (Refer to Recommendation CM.11) Central Change and Release 2 communications should leverage the Compliance SES Conference and the final Release 2 Workshop to build executive/manager awareness and commitment (Refer to Recommendation CM.12)

Overall Workstream Rating: Amber		
Criteria	Rating	Key Findings
Design & Development - November Report Focus		<p>This month, Independent Assurer activities for Design & Development (Program and Release level) have focussed on:</p> <ul style="list-style-type: none"> - Reporting - Release 2 CDT's and Business Leads - R2 Build - R3 Design - Release 3 ICP Coding Standards - Inter Release Responsibilities and Accountabilities
Reporting	Amber	<ul style="list-style-type: none"> • CDT members have not yet met for the first time, and there is a chance that they may not meet before Christmas shut down. • Stable data model for Siebel is the biggest issue. Various Release 2 data models are yet to be locked down. The Data Warehouse designers/developers have limited understanding of the Siebel Data Model, increasing development time. • Build for reporting behind schedule. <p>Conclusion:</p> <ul style="list-style-type: none"> • Report build will likely extend into 2006.

Overall Workstream Rating: Amber		
Criteria	Rating	Key Findings
Release 2 CDT's and Business Leads	Amber	<ul style="list-style-type: none"> • General feedback on Case Management and Work Management CDTs has been positive. • The Reporting CDT is only just forming and have a significant workload planned. • Disparate understanding and expectations between the Build team and CDT members on design, this is being resolved by the CDT members talking directly with the developers. • The current regime of managing the demands on Business Leads is reportedly working. • COTS product understanding is limited, CDT people having trouble as they don't know how to use Siebel – somewhat helped by access to Siebel sandpit (they expected Siebel details to be in Design documentation.) <p>Conclusion:</p> <ul style="list-style-type: none"> • Progress has been made and is reflected in the feedback on the CDT/Business Leads activities. However, momentum must be maintained in the lead up to Christmas. (Refer to Recommendation DD.1)
R2 Build	Amber	<ul style="list-style-type: none"> • Release 1 Siebel changes made since deployment are planned to be manually replicated into the Release 2 Siebel repository during early 2006, thereby extending the build and test cycles. <p>Conclusion:</p> <ul style="list-style-type: none"> • The risk of this approach is that Release 2 development may conflict with changes as a result of Release 1 fixes. (Refer to Recommendation DD.2)

Overall Workstream Rating: Amber		
Criteria	Rating	Key Findings
R3 Design	Amber	<ul style="list-style-type: none"> • Business Review Group (BRG) feels that key issues raised are not being actioned, lack of confirmation that feedback is being incorporated into reviewed documents (no visibility of docs at end of review cycle). It appears the CP responses to BRG feedback, while logged, is not visible to the BRG members. This will hinder design assurance and buy-in to the solution. • BRG members have reported a heavily workload given the number of documents and the time frame given to review. While not major on its own, it may contribute to their disengagement. • There is still a lack of understanding of the overall solution, notwithstanding the production of Position Papers. • The schedule for sign-off is acknowledged to be at risk. • Release 3 Siebel design is limited to the delta from Release 2, however Release 2 design continues to be impacted by Change Requests. <p>Conclusion:</p> <ul style="list-style-type: none"> • The envisioned workshops (yet to be planned for) should demonstrate key aspects of the ICP solution to provide the necessary confidence, e.g. via business scenario walk throughs. (Refer to Recommendation DD.3)

Overall Workstream Rating: Amber		
Criteria	Rating	Key Findings
Release 3 ICP Coding Standards	Amber	<ul style="list-style-type: none"> Build work has commenced in some areas of ICP, however it is unclear what code standards exist and how they should be applied. <p>Conclusion:</p> <ul style="list-style-type: none"> Without clear guidance in this area, effort may be wasted conducting reviews unnecessarily and/or changed code may not be adequately reviewed. For example, determine what level of code review should be applied to ICP modules with minimal changes. (Refer to Recommendation DD.4)
Inter Release Responsibilities and Accountabilities	Amber	<ul style="list-style-type: none"> No Change Program (CP) process exists to secure acceptance and new responsibility/accountability of proposed transfer items. This is a risk to robust scope and budget control within each Release. Release 3 Siebel design is limited to the delta from Release 2, however Release 2 design continues to be impacted by Change Requests etc. There is a high likelihood that some Siebel customisations necessary for Release 1 and 2 will be reversed in Release 3. <p>Conclusion:</p> <ul style="list-style-type: none"> When designers and developers are working in compressed timeframes, they are likely to trade-off short term (Release specific) imperatives against long term design principles. Thereby, creating potential issues for subsequent Releases. (Refer to Recommendations DD.5 and DD.6)

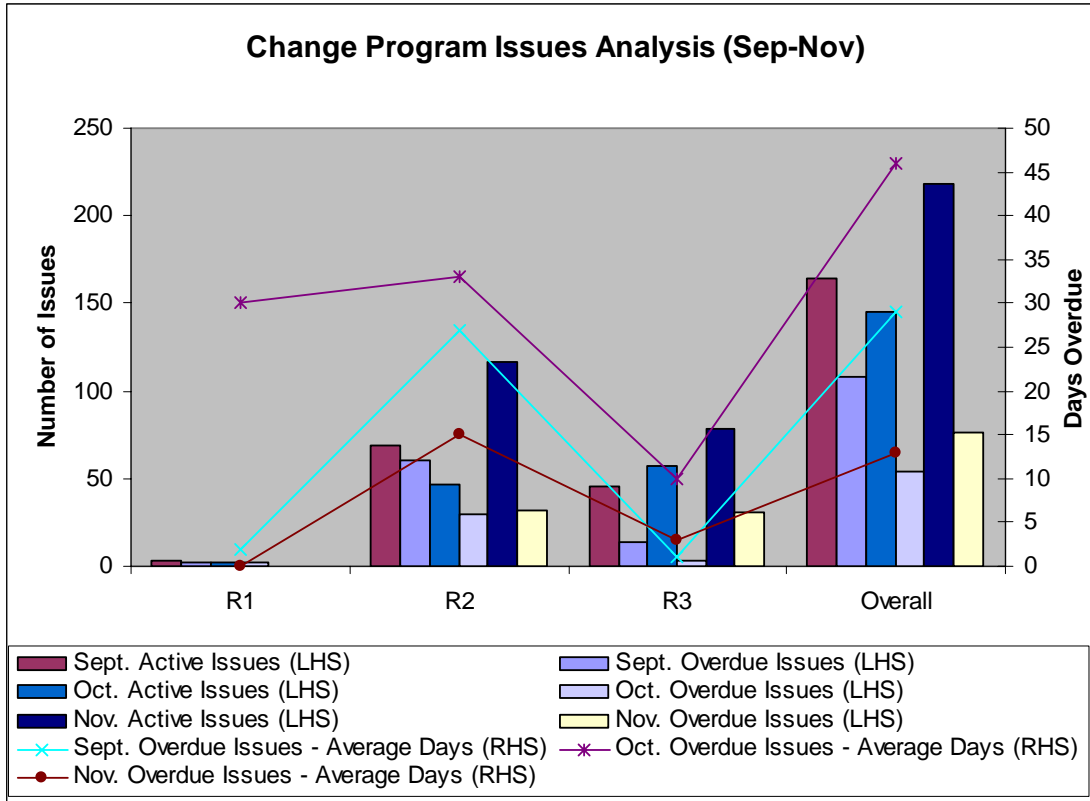
Overall Workstream Rating: Amber		
Criteria	Rating	Key Findings
Testing & Deployment - November Report Focus		<p>This month, Independent Assurer activities for Testing & Deployment (Program and Release level) have focussed on:</p> <ul style="list-style-type: none"> - Outstanding Release 1 work being inherited by CPSF; - The integration of Change Program and Environment Management with ICT and EDS forward planning; - Release 2 testing and dependencies; - Preparations for Release 3 testing.
EDS Forward Planning	Amber	<ul style="list-style-type: none"> • ICT and EDS currently do joint forward plans. This planning needs to include Environment Management and CPSF planning. [Recommendations spreadsheet open issue]. <p>Conclusion:</p> <ul style="list-style-type: none"> • Environment Management is preparing it's forward plan for the next 6 months. Include these plans in the EDS and ICT forward plan. (Refer to Release 1 October Recommendation 7)

Overall Workstream Rating: Amber		
Criteria	Rating	Key Findings
CPSF preparation for Release 2	Amber	<ul style="list-style-type: none"> • CPSF is actively reviewing existing procedures and checklists. • CPSF is not aware of any approved review of Release 2 end-to-end architecture by ICT being completed. An approved architecture would assist preparatory work. • Cross-skilling of ETL resources across mainframe and midrange components continues to be of concern to CPSF management. <p>Conclusion:</p> <ul style="list-style-type: none"> • CPSF would benefit from more release information being available to enable it to support the systems moving forward. It also needs to review the cross training to provide better skilling.
Release 1 ETL Extensions	Amber	<ul style="list-style-type: none"> • Release 1 ETL extensions will not be achieved this year if work is to be undertaken by CPSF resources. Accenture advised there was no urgency as they can test Release 2 without the extensions; • Release 2 testing has been scheduled and it is expected the ETL extensions will be available for testing in Drop 3 on 28 Nov. <p>Conclusion:</p> <ul style="list-style-type: none"> • Resolve who is responsible for the Release 1 ETL Extension work, testing, regression testing with Release 1 and deployment. Equally important is to resolve exactly when the extensions are required for Release 2. (Refer Recommendation TD.1)

Overall Workstream Rating: Amber		
Criteria	Rating	Key Findings
Release 2 Testing	Green	<ul style="list-style-type: none"> Release 1 ETL extensions are expected in Release 2 testing Drop 3 on 28 Nov; ECM testing has already been pushed out to 1 August 2006; Focus has been scripting for Siebel functionality; Will increase effort to address scripts needed for integration testing. <p>Conclusion:</p> <ul style="list-style-type: none"> R2 testing is currently progressing on 5.4, it will be needed to be watched to see if the compressed times and overlapped testing cause any issues.
Release 3 Testing	Green	<ul style="list-style-type: none"> Test script development planned to commence on 9 Jan after Service Description documents have been finalised. Looking for a resources to start preparing the Release 2 regression tests using Quick Test Pro. Not clear what testing requirements will be for reporting or Siebel until A&D resources start working on the solution in Feb next year. <p>Conclusion:</p> <ul style="list-style-type: none"> R3 testing is currently in the setup phase and is taking into account what is being done in previous releases, there are no issues at this point in time.

Overall Workstream Rating: Amber		
Criteria	Rating	Key Findings
Release 2 Deployment	Amber	<ul style="list-style-type: none"> Over the last month various workshops have been looking at the deployment angle for Release 2. This has helped to bring out any issues which affect Deployment readiness. There has been mention of the business not being prepared enough to take into account the impact that the CP will have on them in their daily work. <p>Conclusion:</p> <ul style="list-style-type: none"> The communication to the business has to be clear as to the impact the CP can have upon them, the further workshops will help to iron out these issues.
Release 3 Deployment	Green	<ul style="list-style-type: none"> Release 3 is still in the planning phase, this has been progressing without issue. Contingency resource (people) have been listed if the resources from Design and earlier releases are not available. The planning is progressing.

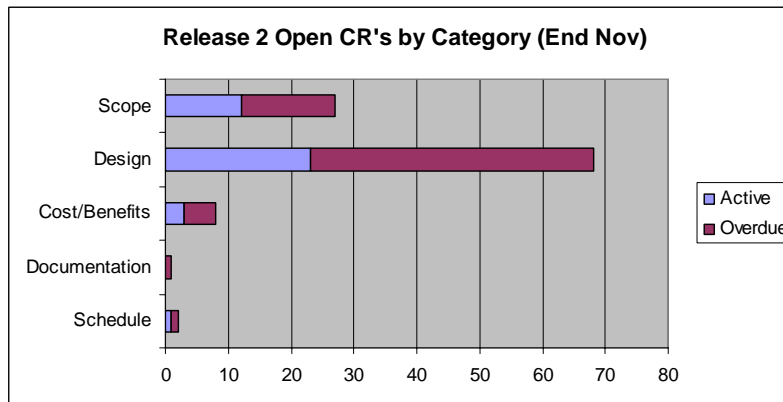
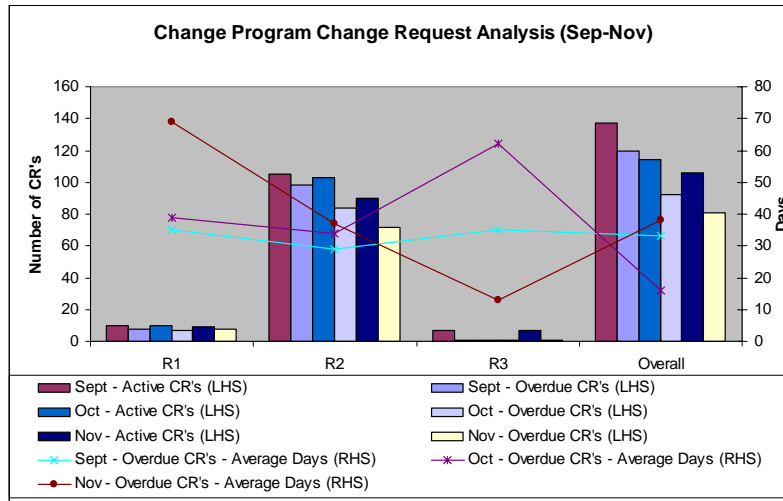
- **Executive Summary**
- **Recommendations**
- **Assurance Findings**
 - **Program Management & Governance**
 - **Change Management**
 - **Design & Development**
 - **Testing & Deployment**
- **Appendices**
 - **A - Issues Analysis**
 - **B - Change Request Analysis**
 - **C - R2 Issues Analysis**
 - **D - R2 Dependencies Analysis**
 - **E – Timesheet Reporting**



- The volume of issues is increasing for Releases 2 and 3.
- Critical dates are still being missed.

Issues must be addressed by the time they reach their critical dates.

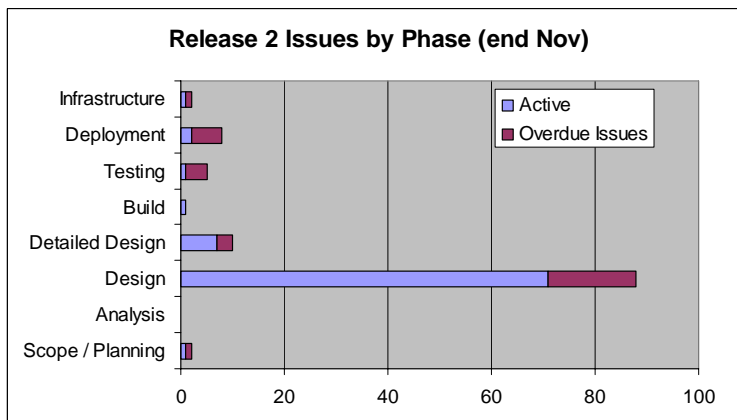
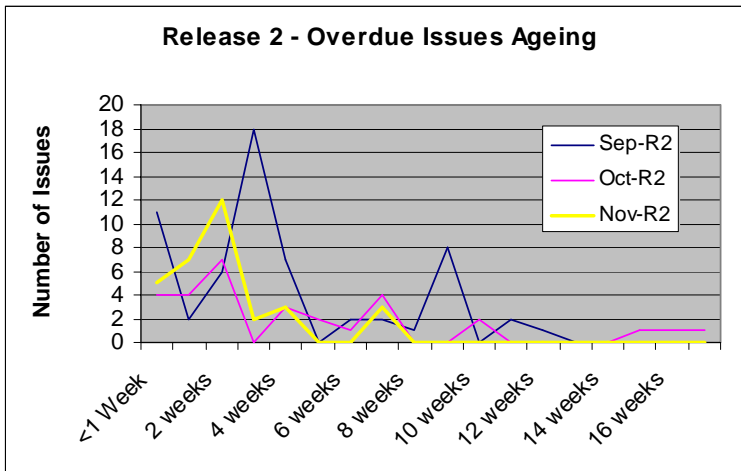
Source: Issues register 25 November 2005 – based on active issues



- The volume of Change Requests is decreasing, however, Change requests are continuing to miss their critical dates.
- The majority of Change Requests still impact design and scope.

Change Requests must be prioritised and tightly managed.

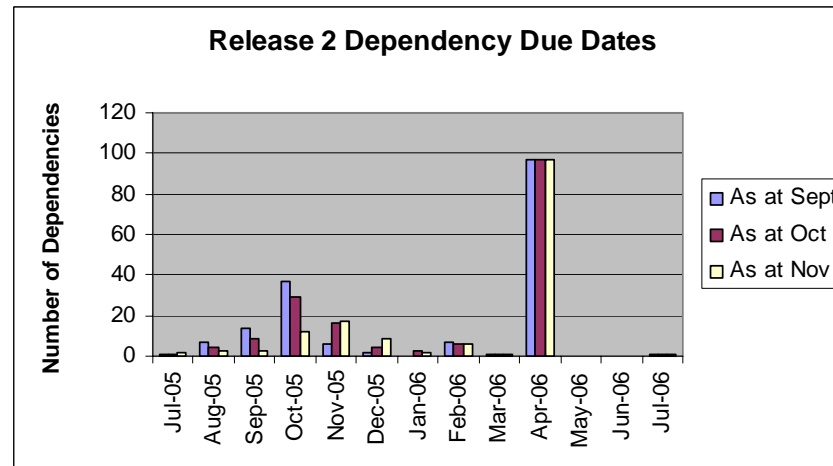
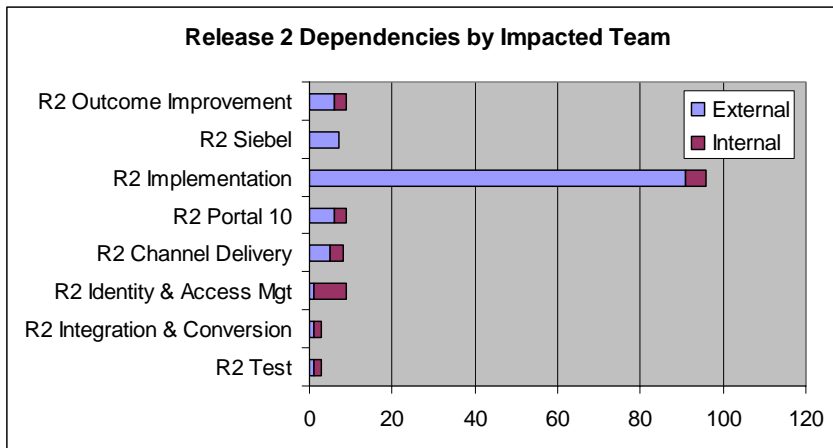
Source: CR Log 25 November 2005 – based on CR's with status': New, Impact Assessment and Approval Pending; R1=Release 4.2, 4.4; R2=Release 5.2, 5.4, 6.2; R3=Release 7.2, 8.2



- Management of old overdue issues is improving.
- Issues are being addressed within 8-weeks of their critical dates (i.e. after they've become overdue).
- The majority of issues still relate to design.

Design issues must be closed off.

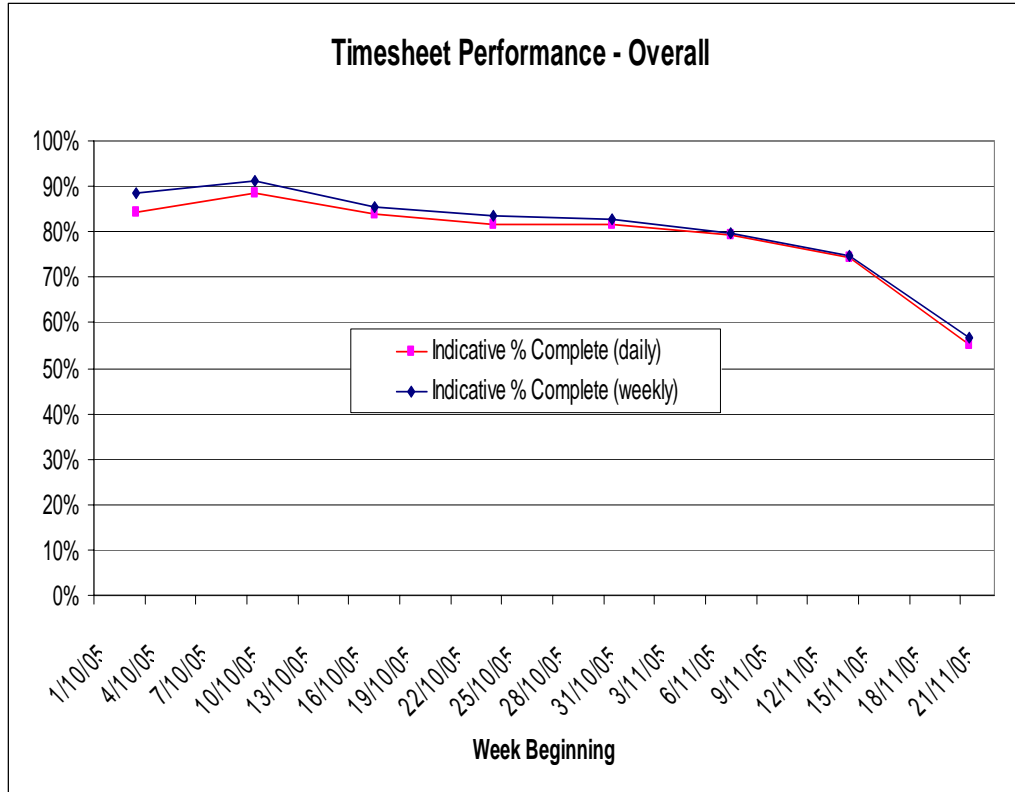
Source: Issues register 25 November 2005 – based on active issues



- A large proportion of Release 2 dependencies are due during go-live. However, it is recognised that a large proportion of dependencies due in Apr 06 are place holders for post implementation.
- It is essential that an early warning system is put in place to ensure that dependencies are met.

Clear and early communication of dependencies to the delivery areas is essential.

Source: Dependencies Register 25 November 2005 – based on Dependencies with status: New, On Hold, Proposed



- Adherence to timesheet reporting requirements is poor Average 80%.
- Timesheet reporting is not timely. Retrospective timesheet entry typically lifts the performance of the past three weeks.

Untimely and incomplete timesheet reporting has a significant impact on Earned Value outcomes.

Source: Timesheet details _20051128_v0.2.xls