

APPENDIX – QUESTIONS FOR KEY STAKEHOLDERS

Chief Executives

This appendix sets out the questions which arise out of our analysis. We believe these questions should be asked by Chief Executives, by Responsible Ministers, and by members of Select Committees, when considering major IT projects.

If any one question is answered in the negative, the department should be put on enquiry about this specific issue. If there are more than one or two negative answers, the need for a more thorough review of project status may be indicated.

Chief Executives

The Business Case

	✓ or X	Para Ref
Does the project as described in the business case support the Government's objectives?		103
Does the business case support the relevant key priorities?		218
Does the business case clearly state the benefit of the project in business terms – i.e. "what it will do for the department and potentially the taxpayer"?		208
Is the business case consistent with the department's IT strategy?		206
Does the business case commit to a sound governance and project management structure?		115 - 171
Does the business case propose a project in modules or phases?		219 - 230
Does the business case provide a possible range of eventual costs, consistent with the information available at the time?		244 - 253

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APPENDIX – QUESTIONS FOR KEY STAKEHOLDERS

Chief Executives

The Business Case ...continued

	✓ or X	Para Ref
<p>Does the business case identify the <i>external</i> drivers which may change the scope of the project?</p> <p>For example:</p> <ul style="list-style-type: none"> • Legislative change • Departmental restructuring • Changes to political direction. 		255
<p>Does the business case identify the <i>internal</i> drivers which may change the scope of the project?</p> <p>For example:</p> <ul style="list-style-type: none"> • Clarification, and therefore expansion, of business requirements • Change of technology platform • Change of design. 		256
Does the business case indicate how the risk of scope change will be managed?		260 - 261
Does the business case clearly establish the Political Risk to the project and how this will be managed?		265 - 267
Does the business case clearly establish the Business Risk to the project and how this will be managed?		268 - 269
Does the business case clearly establish the Technical Risk to the project and how this will be managed?		270 - 271

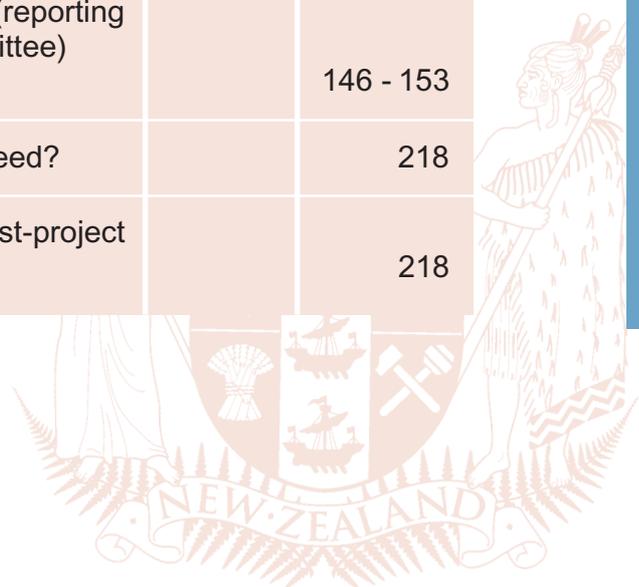


APPENDIX – QUESTIONS FOR KEY STAKEHOLDERS

Chief Executives

Reviewing Project Establishment

	✓ or X	Para Ref
Do the proposed project governance and management arrangements accord with good practice?		115 - 171
Have critical success factors been considered in establishing the project?		301 - 307
Does the Project Manager have suitable experience?		126
Do the project inputs demonstrate the presence of appropriate		308 - 313
• Skills?		314 - 319
• Behaviour?		320 - 328
• Information?		329 - 332
Has a risk management process been implemented reflecting the ongoing identification and mitigation of		262 - 264
• Political risk?		265 - 267
• Business risk?		268 - 269
• Technical risk?		270 - 271
Does the contractual relationship with the supplier reflect the intention and desired outcome of the project?		134 - 140
Is high quality, independent quality assurance (reporting to the Chief Executive and Steering Committee) established?		146 - 153
Have project performance measures been agreed?		218
Have suitable arrangements been made for post-project review?		218

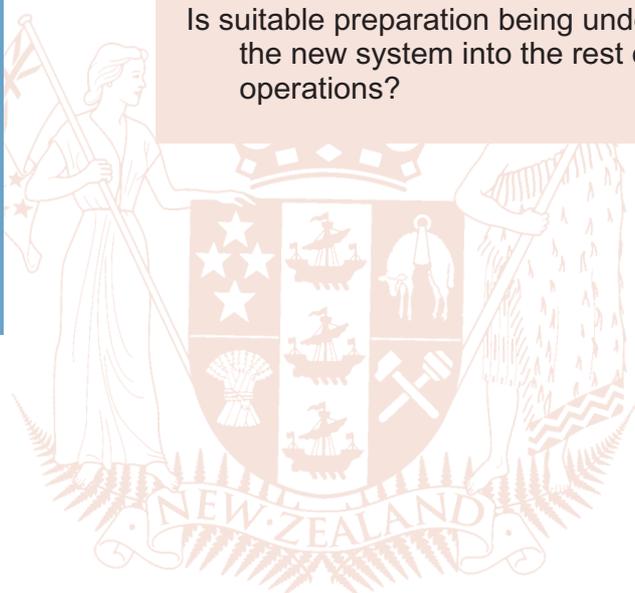


APPENDIX – QUESTIONS FOR KEY STAKEHOLDERS

Chief Executives

Project Monitoring

	✓ or X	Para Ref
Do you receive written reports monthly?		330
Is the monthly reporting you receive <ul style="list-style-type: none"> • Timely? • Relevant? • Factual? • Concise? • Consistently formatted? • Grounded in the business case? 		329
Does the reporting show progress against the agreed performance measures?		218
Does the reporting measure “intended outcome” versus “currently forecast outcome”? Are changes during the project which will affect the realised benefits clearly explained?		189 - 190 253 - 261
Does the reporting include ongoing reporting on risks and the management of those risks?		262 - 276
Do you receive the independent quality assurance report “unfiltered”?		148
Is suitable preparation being undertaken to integrate the new system into the rest of the department’s operations?		184



APPENDIX – QUESTIONS FOR KEY STAKEHOLDERS

Responsible Ministers

Responsible Ministers

The Business Case

	✓ or X	Para Ref
Does the project as described in the business case support the Government's objectives?		103
Does the business case support the relevant key priorities?		218
Does the business case clearly state the benefit of the project in business terms – i.e. "what it will do for the department and potentially the taxpayer"?		208
Does the business case commit to a sound governance and project management structure?		115 - 171
Does the business case propose a project in modules or phases?		219 - 230
Does the business case provide a possible range of eventual costs, consistent with the information available at the time?		244 - 253
<p>Does the business case identify the <i>external</i> drivers which may change the scope of the project?</p> <p>For example:</p> <ul style="list-style-type: none"> • Legislative change • Departmental restructuring • Changes to political direction. <p style="text-align: right;"><i>... continued on next page.</i></p>		255



APPENDIX – QUESTIONS FOR KEY STAKEHOLDERS

Responsible Ministers

The Business Case ...Continued

	✓ or X	Para Ref
<p>Does the business case identify the <i>internal</i> drivers which may change the scope of the project?</p> <p>For example:</p> <ul style="list-style-type: none"> • Clarification, and therefore expansion, of business requirements • Change of technology platform • Change of design. 		256
Does the business case indicate how the risk of scope change will be managed?		260 - 261
Does the business case clearly establish the Political Risk to the project and how this will be managed?		265 - 267
Does the business case clearly establish the Business Risk to the project and how this will be managed?		268 - 269
Does the business case clearly establish the Technical Risk to the project and how this will be managed?		270 - 271

Reviewing Project Establishment

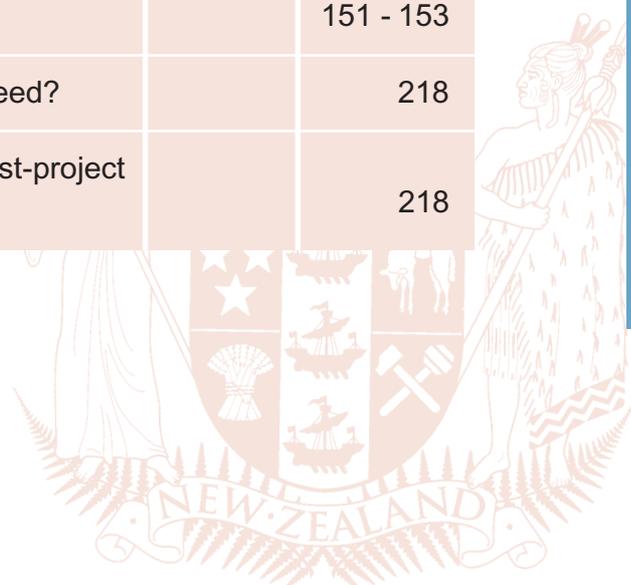
	✓ or X	Para Ref
Are the links between business and IT strategies and the project objectives clear?		203 - 206
Has the project been designed in discrete modules, or do the business benefits require the entire programme to be completed?		219 - 226
Is the life of the project more than 2 years? If so, what are the strategies to protect the project from technology and business changes?		219 - 226
Is the department competent to execute this project? What are the central agencies' views of its organisational readiness?		185 - 188
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APPENDIX – QUESTIONS FOR KEY STAKEHOLDERS

Responsible Ministers

Reviewing Project Establishment ...continued

	✓ or X	Para Ref
Do the proposed project governance and management arrangements accord with good practice?		115 - 171
Has the department considered critical success factors in establishing the project?		301 - 307
Does the Project Manager have suitable experience?		126
Has a risk management process been implemented reflecting the ongoing identification and mitigation of		262 - 264
• Political risk?		265 - 267
• Business risk?		268 - 269
• Technical risk?		270 - 271
Has the contract been concluded, with prices and deliverables agreed?		234 - 239
Does the contractual relationship with the supplier reflect the intention and desired outcome of the project?		134 - 140
Is high quality, independent quality assurance (reporting to the Chief Executive and Steering Committee) established ?		146 - 150
Has funding for independent quality assurance been established commensurate with the size and risk of the project?		151 - 153
Have project performance measures been agreed?		218
Have suitable arrangements been made for post-project review?		218



APPENDIX – QUESTIONS FOR KEY STAKEHOLDERS

Responsible Ministers

Project Monitoring

	✓ or X	Para Ref
Do you receive written reports at regular, agreed intervals?		330
Is the reporting you receive <ul style="list-style-type: none"> • Timely? • Relevant? • Factual? • Concise? • Consistently formatted? • Grounded in the business case? 		329
Does the reporting show progress against the agreed performance measures?		218
Does the reporting measure “intended outcome” versus “currently forecast outcome”? Are changes during the project which will affect the realised benefits clearly explained?		189 - 190 253 - 261
Does the reporting include ongoing reporting on risks and the management of those risks?		262 - 276
Are “unfiltered” independent quality assurance reports available to you on request?		148
Does the reporting provided by the Department concur with that from the central agencies?		159 - 167



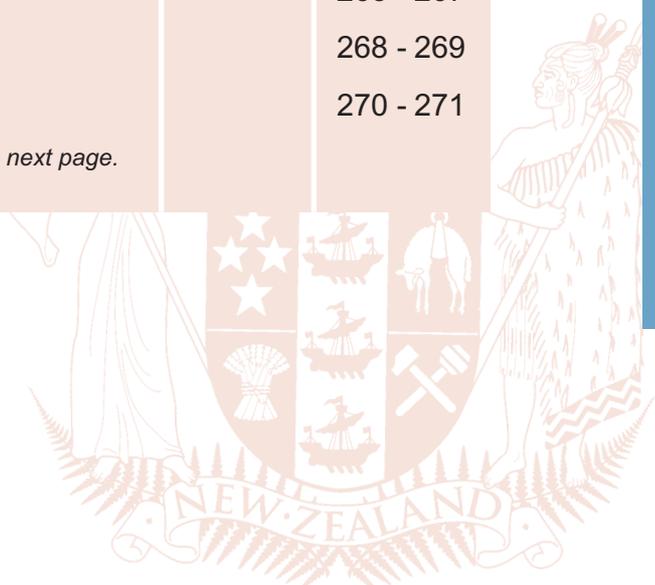
APPENDIX – QUESTIONS FOR KEY STAKEHOLDERS

Members of Select Committees

Members of Select Committees

Reviewing Project Establishment

	✓ or X	Para Ref
How does the project as described support the Government's objectives?		103
Are the links between business and IT strategies and the project objectives clear?		203 - 206
Has the project been designed in discrete modules, or do the business benefits require the entire programme to be completed?		219 - 226
Is the life of the project more than 2 years? If so, what are the strategies to protect the project from technology and business changes?		219 - 226
Is the department competent to execute this project? What is the Minister's view of its organisational readiness?		185 - 188
Do the proposed project governance and management arrangements accord with good practice?		115 - 171
Has a risk management process been implemented reflecting the ongoing identification and mitigation of		262 - 264
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Members of Select Committees

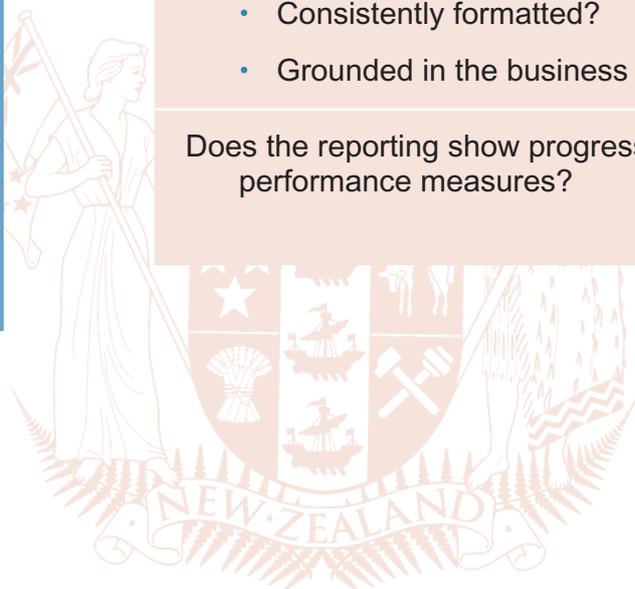
Reviewing Project Establishment ... continued

	✓ or X	Para Ref
Has the contract been concluded, with prices and deliverables agreed?		234 - 239
Is high quality, independent quality assurance (reporting to the Chief Executive and Steering Committee) established?		146 - 150
Has funding for independent quality assurance been established commensurate with the size and risk of the project?		151 - 153

Project Monitoring

	✓ or X	Para Ref
Do departments report to you on progress on major projects as part of Estimates Examination or Financial Review?		191 - 193
Is the reporting you receive <ul style="list-style-type: none"> • Relevant? • Factual? • Concise? • Consistently formatted? • Grounded in the business case? 		329
Does the reporting show progress against the agreed performance measures?		218

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APPENDIX – QUESTIONS FOR KEY STAKEHOLDERS

Members of Select Committees

Project Monitoring ... continued

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Does the reporting measure “intended outcome” versus “currently forecast outcome”? Are changes during the project which will affect the realised benefits clearly explained?		253 - 261
Does the reporting include ongoing reporting on risks and the management of those risks?		262 - 276
Does the reporting provided by the department concur with that from the central agencies?		159 - 167

