



Vision 2015

Deployment Approach

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Documents Referenced

Document Name	Version	Author
IGMS Business Implementation Strategic Framework	FINAL	Lavinia Matson
Vision 2015 Deployment approach for Student ONLINE Board Paper	FINAL	Dave Squire
Vision 2015 Acceptance criteria for ONLINE Student	FINAL	Trevor Kemp
Vision 2015 Deployment Approach and Acceptance criteria for eMedical Board	FINAL	Trevor Kemp
Vision 2015 FUTURE Deployments Approach PDG	FINAL	Trevor Kemp
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1 Introduction

1.1.1 Document purpose

The purpose of this document is to describe the generic deployment approach for Immigration New Zealand's (INZ) Vision 2015 Programme. It describes the pre- and post- deployment activities such as entry and exit criteria, approval to deploy, business verification, early life support and handover, as well as coordination and communication.

The deployment approach was agreed by the Vision 2015 Programme Decision Group (PDG) and Programme Board on 12 February 2014 and again on 16 October 2014. The framework for the deployment approach is detailed in the IGMS Business Implementation Strategic Framework (approved in April 2013).

This approach meets industry best practices and reflects the ongoing commitment of the Vision 2015 programme to the PRINCE2 methodology.

1.2 Background

1.2.1 Challenges facing INZ

Immigration is a significant contributor to New Zealand's sustainable economic growth and plays an important part in export industries vital to the economy, such as tourism and education. Several challenges to delivering an effective and efficient service exist:

- the current immigration system and service delivery model are neither financially sustainable nor fit for purpose in the long term;
- employers and other customers cannot rely on receiving a consistent quality of service;
- our identity management and biometric capabilities are not adequate to support our local obligations as the authoritative source on non-New Zealand identity information, nor are they adequate for increasing international demands;
- as a research tool for prospective immigrants, the INZ website is not sufficiently useful and intuitive to maximise the benefits to be gained from getting the right information to the right potential applicants with the minimum of effort;
- it can be difficult for applicants to get quality information about the status of their applications and when they can expect a decision; and
- government agencies that need to verify a person's entitlement to receive public services cannot access the information they need without help from INZ staff.

1.2.2 Vision 2015 Programme

Informed by the findings from the Immigration Business Transformation project (which concluded in 2010), Cabinet directed INZ to undertake a procurement process and develop a business case for the establishment of a foundation immigration system, that would enable and support INZ's business change. The Immigration Global Management System (IGMS) Business Case was approved by the Cabinet Business Committee (CBC) in October 2011.

The INZ Vision 2015 Portfolio was established in principle by the Immigration Leadership Team (ILT) in May 2011 and ratified on 16 August 2011 to provide oversight of, and support for the significant investments that INZ was making as it supported the establishment of its future operating model. The

Portfolio moved to the **Vision 2015 Programme** in October 2013 to provide a more integrated view and management of the Visions deliverables with the Programme extending beyond technology replacement to include business transformation work as well as incorporating some existing business as usual projects into the new Programme.

The purpose of the Programme is to bring together & deliver business change initiatives and benefits enablers within INZ, with a key objective to realise the benefits articulated in the IGMS Business Case.

Vision 2015 outcomes include:

- rationalise representation and/or reduce headcount in some regions by centralising processing, where practical, which will be facilitated by the availability of online information, services and identity management and supported by organisational changes;
- reduce the volume of enquiries handled through traditional channels, by developing and deploying Immigration ONLINE, incorporating assisted and self-service models;
- expedite services for low risk applicants and reduce the incidence of foreign nationals entering New Zealand under false identities, by increasing the certainty of applicants' identity;
- improve customer service and passenger flows by reducing recourse to needless or unjustified intervention, due to incorrect or incomplete information;
- deliver improved customer choice and flexibility, including access to 'premium' services, such as faster processing of low risk applications;
- rationalise the number of visa types and simplifying application processes;
- improve customer experience, by streamlining processes, improving throughput, increasing transparency and accountability, and reducing the incidence of iterative referrals;
- free-up officers' time that they can commit to more challenging cases that require more investigation and judgement, by automating high volume, low risk, repetitive work wherever practicable;
- enable smarter identification and more timely and effective intervention during the visa process and at the border, by sharing identity, biometric information and intelligence appropriately within INZ and across agencies;
- use shared information and intelligence to reduce immigration fraud and related malpractices by applicants, advisors and other parties;
- reduce downstream costs in health, education, justice and welfare spending in NZ through more accurate and discerning assessments before and at the point of entry.

1.3 Document Audience

This document is intended for use by the following:

- Vision 2015 Programme Team
- Vision 2015 Business Transition Team
- Immigration New Zealand business units (Primarily Service Design & Performance)
- MBIE ICT
- MBIE ICT Readiness Manager

2 Deployment

2.1 Deployment Overview

The term 'deployment' is the process whereby a number of activities (technical and business) need to be completed in order to ensure the successful and error free implementation of a solution into the production environment.

The production deployment can only commence once the solution has successfully passed the final business (BAS) and technical (PAS) quality reviews.

If a deployment requires updates to production systems, an outage will be required to minimise disruption to the business and external users. The outages will be completed out-of-hours preferably over a weekend or when it is determined that the least number of users (internal or external) are using the system.

2.2 Deployment team

The Vision 2015 Programme contains a Business Transition Team which consists of the Deployment Manager, Project Manager and several Business Analysts. The key responsibilities of the Business Transition Team are:

- Technical deployment approach
- Approach for non-technical deployment
- Dress Rehearsal plans & Runsheet
- Developing Deployment Plan & schedule
- Managing Transition Control Centre
- Early lifecycle Support
- Lessons learned
- Operational handover to ICT.

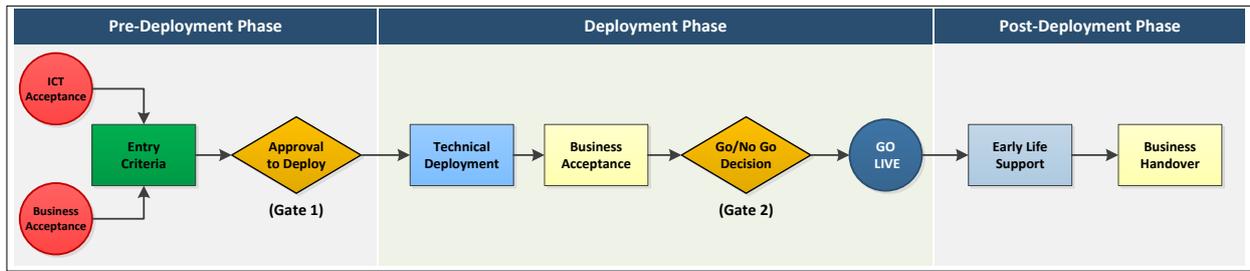
2.3 Consultation

The Deployment team work closely with the technical and business teams to develop the deployment approach and deployment process. The Deployment team relies on the expertise of the technical teams to provide the required tasks, and define the dependencies between tasks. This information is used to create the deployment process and technical runsheets. The deployment process is practised and refined during scheduled dress rehearsals. The deployment team also work closely with the Visa Services Change Implementation (CHIMP¹) team to develop fit for purpose approach for non-technical deployments impacting their teams.

2.4 Deployment Activities

Deployment activities follow a gated approach, with defined entry and exit criteria and stage gates where formal approval is required before commencing the next phase. This deployment process can be described through the below diagram:

¹ The Visa Services Change and Implementation (CHIMP) team is a Visa Services dedicated team responsible for preparing the Visa Services business units for any projects changes and assist with the business readiness and implementations.



Deployment activities can be summarised into the following main components:

- Pre-deployment
- Deployment
- Post Deployment.

2.4.1 Pre Deployment

The Pre-deployment phase consists of a set of activities that must be completed as a pre-cursor for the deployment to commence. Activities in the Pre-deployment phase include:

- Completion and approval of pre-deployment business and technical entry criteria; and
- Approval to Deploy from an appropriate governance body (Stage Gate 1). In the case of the Vision 2015 Programme this rests with the PDG

2.4.1.1 Pre-Deployment Entry Criteria

Prior to the deployment commencing, the Deployment Manager and appropriate governance group will agree the Acceptance Criteria and specific deployment approach to be followed for the deployment.

The Business Acceptance Schedule (BAS) is made up of a set of technical and business items that cover all aspects of the solution and readiness for the change. The following generic criteria are usually used and then specific items are added based on the project:

1. ICT Acceptance of the solution (including Security Accreditation)
2. Completion of testing (with no open severity 1 and 2 defects)
3. Business Handover approach agreed
4. Business education (training) and awareness (communication) completed
5. Business readiness activities completed
6. Privacy impacts considered and mitigated
7. Business Continuity Plan updated and distributed for the new solution
8. ICT (and third party vendors) ready to support the new solution.

The ICT Production Acceptance is the formal acceptance by the MBIE Chief Information Officer (CIO) of the new / improved technology solution and is based on the acceptance of a set of agreed project artefacts described in the Production Acceptance Schedule (PAS).

2.4.1.2 Approval to Deploy

The purpose of this activity is to obtain approval from the appropriate governance group to commence the technical deployment for the release. The governance group will be presented with proof that the pre-agreed acceptance criteria have been met or caveats for the items that are still in progress. This review is a formal assessment conducted to determine if the final solution developed is ready for implementation into the INZ production environment.

The Deployment Manager will be responsible for coordinating and obtaining approvals from the governance group for Approval to commence with the technical deployment and approval from the Senior Responsible Officer (SRO) to confirm the decision to Go Live with the deployment release.

The Deployment Manager will coordinate the collection of a pre-agreed set of key artefacts that will feed into the go-live decision document. The list of artefacts will be based on the agreed Acceptance Criteria.

2.4.1.3 Dress Rehearsals

Due to the complicated nature of technical deployments, the deployment process is practiced and refined by performing a series of dress rehearsals. Dress rehearsals are seen as a collective learning exercise with the purpose to gain full confidence and competence in the planned deployment process by practicing the end-to-end deployment activities prior to the go-live production deployment.

2.4.1.4 Outcomes

The outcomes of the dress rehearsal will:

- Confirm the full end-to-end deployment process and sequence of the associated tasks and activities.
- Identify and verify any dependencies between tasks.
- Verify the timings for the different deployment activities as input into the go-live deployment schedule and run-sheets.
- Confirm individual task ownership and practice the tasks with those task owners while allowing an opportunity to document the individual steps that make up every activity.
- Confirm the availability and competency of the technical and business resources required during for the different activities.
- Identify any critical issues arising from the deployment process and address these prior to the production deployment.
- Practice the escalation procedures for the management of high priority issues.
- Practice a rollback.

2.4.2 Deployment Phase

All activities performed during the deployment will fall under the control of the Transition Control Centre. The deployment phase consists of all the activity required to make the solution live. Refer to the [Transition Control Centre document](#) for more information.

This phase will also include:

- Technical deployment
- Business Verification
- Go/No decision

2.4.2.1 Technical deployment

The technical deployment component consists of all the activities required to replace or upgrade the solution. It may also include data migration where data is moved from one environment to another (the migration may also include extraction and transformation activities).

2.4.2.2 Business Verification

Once the technical deployment is complete, a verification activity is performed by MBIE business users (or a UAT team) to ensure that the solution is working as expected and that the technical deployment has been successful from a business perspective. The purpose of the verification is not to test the solution (this is done as part of UAT), but to confirm that the deployment has been successful and that the solution is ready to be used. The verification testing is comprised of a set of functions that are critical to the business, without which the business cannot operate effectively.

2.4.2.3 Go/No Decision

At the end of the deployment and the business verification activity, the formal go/no go decision gate will be instigated. The purpose of this activity is to obtain formal approval from the SRO (in the case of Vision 2015 this role sits with the DCE – Immigration) to commence the enablement of the services that were disabled at the start of the deployment activities and for the new (improved) system to be used by the business.

2.4.2.4 Deployment Exit Criteria

At the end of the deployment, the exit criteria will be checked to determine if the deployment was successful. In order for the deployment to exit and be deemed successful, the following statements must be true:

- All activity as defined in the deployment plan is completed successfully, and any exceptions have been agreed with the business via a formal Go/No-Go process;
- Technical Reports and Production Verification Reports have been prepared and presented to the nominated business representative for sign-off;
- A fully-functioning set of system(s) is released within the agreed target timeframe;
- All verification and integration tests are passed, or where failed can be passed within the timeframe following recovery actions.

2.4.3 Post-Deployment Phase

The period straight after deployment will consist of the following post deployment support components:

- Early life Support
- BAU Handover
- Lessons Learned

2.4.3.1 Early Life Support (ELS)

Early Life Support is a time-limited, enhanced level of assistance to ensure appropriate levels of support are provided during the high risk period immediately following a deployment when major issues are more likely to occur, as a result of introducing new systems, new functionality or changes to business process.

- Ensures there is a heightened level of governance and mitigating controls in place ensuring issues are addressed quickly and knowledge transfer is occurring as part of the transition process.
- Operates in parallel with the business as usual support function and is required to facilitate the smooth transition to the final BAU support model.

For Vision 2015, the Early Life Support process is managed by the Business Transition team, supported by the applicable project teams and the ICT Operational Readiness Manager.

2.4.3.2 BAU handover

At the conclusion of the Early Life Support period, the solution will be handed to INZ (typically the Service Design and Performance team) for ongoing support. Support of the solution will be based on the agreed BAU Support Model and include business and technical support for the INZ business users.

2.4.3.3 Lessons Learned

At the end of the deployment, a Lessons Learned session will be held by the Business Transition Team with key deployment stakeholders. The purpose is to review the success of the deployment process, identify any lessons learned (good or bad), and to come up with remedies to address flaws in the process for future deployments. The output of this is a Deployment Close-out report.

2.5 Escalation

The deployment team will follow the agreed escalation process and be responsible for the management of all escalations during the deployment (includes dress rehearsal and production Go-live).

The Deployment Manager will be the first point of contact for all issues which require escalation. They will work in consultation with key subject matter experts to make a decision on the severity, impact and treatment of the issue.

The Deployment Manager is responsible further escalation, and will follow a formal escalation path for any issue or potential issue that requires further escalation.

2.6 Rollback

The purpose of the rollback strategy is to reduce the overall risk of disrupting the INZ business operations if the deployment of the solution encounters some major technical problems.

2.6.2 Rollback Authorisation

The Deployment Manager will be the single authoritative point for initiating a rollback. The decision to invoke a rollback will be made in consultation with key business stakeholders and technical representatives and require endorsement from the IGMS Project Director/Vision 2015 Programme director.

2.7 Change Management

Any changes to the underlying application software or technical infrastructure as a result of an issue or defect identified during the deployment (either during the dress rehearsal OR production go-live) will follow the formal ICT change management process agreed by the Vision 2015 Project Board.

3 Coordination

To ensure a seamless and successful deployment, the end-to-end deployment process is rolled out under the strict control and management of the Transition Control Centre.

The Transition Control Centre will oversee each deployment (which includes the dress rehearsals and production go-live), and be the single authoritative point for coordination of both the business transition and technical deployment during the deployment window.

The key responsibilities for the Transition Control Centre will include:

- Manage and coordinate all aspects of the end-to-end deployment process;
- Executing the deployment plan task by task to completion;
- Issuing regular status updates to all key stakeholders and deployment participants;
- Obtaining the approval signoffs from key governance and stakeholder groups, as and when required;
- Managing the register of issues/defects encountered during the deployment, including engagement with appropriate suppliers for resolution;
- Escalation point for all technical and business related issues as a result of the deployment, including escalation to appropriate stakeholder groups;
- Conduct the Lessons Learned session after each dress rehearsal and staged deployment to capture any lessons learned for future deployments; and
- Updating the support documentation and handing over to BAU support at the end of Early Life Support.

The Deployment Manager is responsible for the overall operation of the Transition Control Centre and all deployment related activities.

4 Communication

During the end-to-end deployment period, email communications will be issued on a regular basis to keep all key stakeholders and resources informed on the progress of the deployment. Communication to the wider INZ and external users will be provided by the Programme Comms team.

The communication provided by the Transition team will include (but is not limited to) completion of key milestones, progress to date status, updates on upcoming tasks, updates on any major issues/defects identified during the deployment (including status on resolution and/or mitigation plan).

In addition to the above communications, the following will also be available:

- An audio conference capability for decision points and discussions required for management of technical issues or escalations; and
- A list of Deployment stakeholders and key deployment personnel, with their contact phone numbers.



5 Appendix A

The following links contain examples of the Readiness documents:

Type	Document Name	MAKO link
Deployment Approach	eVisa Proof of Entitlement - Deployment Approach FINAL.docx	http://mako.wd.govt.nz/otcs/lisapi.dll/properties/38060705
Dress Rehearsal Deployment Plan	eVisa Proof of Entitlement - Deployment Plan - DRH1.docx	http://igms.ad.dol.govt.nz/Sites/IGMS Shared Workspace/Implementation Products/BSD4 (eVisa Stage 2)/500 Release and Deploy/Dress Rehearsal/Dress Rehearsal 1/eVisa Proof of Entitlement - Deployment Plan - DRH1.docx
Deployment Plan	eVisa Proof of Entitlement - Deployment Plan - Production.docx	http://mako.wd.govt.nz/otcs/lisapi.dll/properties/44780752
Production deployment runsheet	eVisa Proof of Entitlement - Runsheet - Production.xlsx	http://igms.ad.dol.govt.nz/Sites/IGMS Shared Workspace/Implementation Products/BSD4 (eVisa Stage 2)/500 Release and Deploy/Production/eVisa Proof of Entitlement - Runsheet - Production.xlsx
Production deployment checklist	eVisa Proof of Entitlement - Checklist - Production.docx	http://igms.ad.dol.govt.nz/Sites/IGMS Shared Workspace/Implementation Products/BSD4 (eVisa Stage 2)/500 Release and Deploy/Production/eVisa Proof of Entitlement - Checklist - Production.docx
Deployment Approach PDG memo	20151117_eVisa_Deployment_Approach PDG.docx	http://mako.wd.govt.nz/otcs/lisapi.dll/overview/29955314
Approval to Deploy PDG memo	20151201_eVisa_Approval_to_Deploy_PDG.docx	http://mako.wd.govt.nz/otcs/lisapi.dll/overview/32237076
ELS Approach	ELS Approach - eVisa - Proof of Entitlement.docx	http://mako.wd.govt.nz/otcs/lisapi.dll/overview/29907276
ELS Exit Report and Lessons Learned	eVisa ELS Exit Report and Lessons Learned.docx	http://mako.wd.govt.nz/otcs/lisapi.dll/overview/46038019