



**MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT**
HĪKINA WHAKATUTUKI



Enabling the 2015 VPOM

Implementing business change to Visa Services

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1. Background

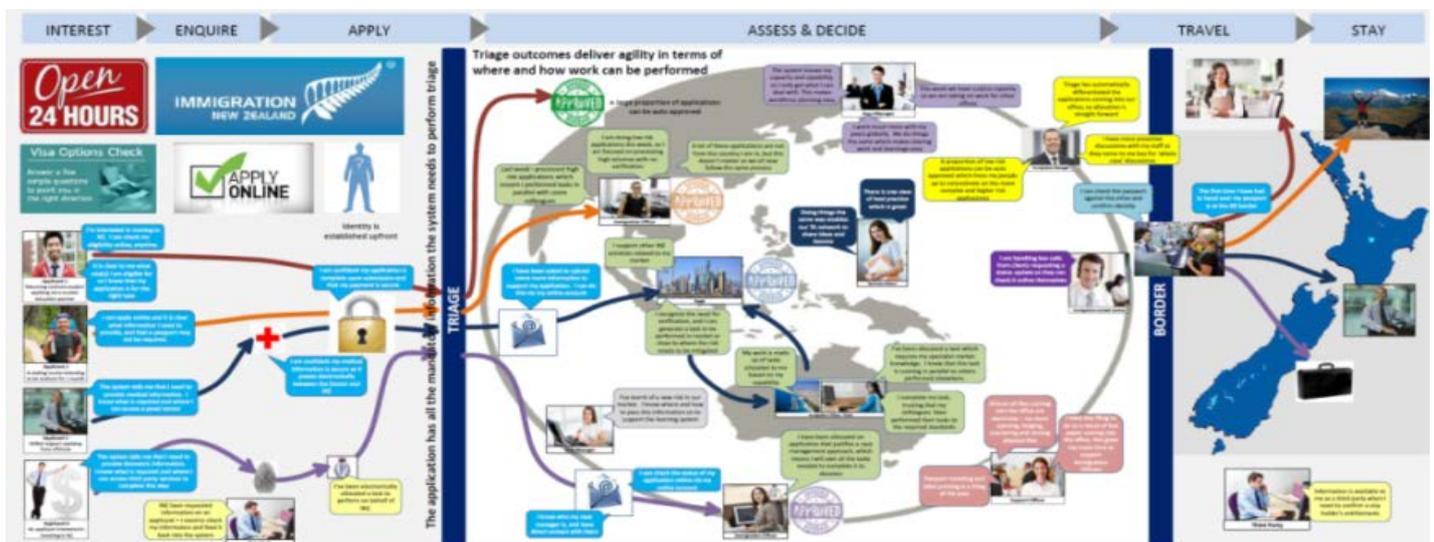
Implementing the 2015 VPOM

Immigration New Zealand (INZ) has identified a programme of work over the next 10 months to implement the 2015 Visa Processing Operating Model (VPOM). This includes designing and deploying people, technology and process change across a geographically dispersed global network of offices. In order to provide focus for programme delivery and business change management, success has been clearly defined for December 2015 in the form of success criteria.

By December 2015, the INZ VPOM will have the following attributes:

- 60% of visa applications (by volume) are able to be submitted online
- Triage and standardised assessment decision making applied to 100% of applications
- Visa processing times decrease on average
- Identity assurance is proven using biometric capability
- Visa processing workload is proactively managed and allocated across the globe
- Health assessments are captured by a new medical system and assessed consistently
- Physical passports will not be required prior to the border for low risk applicants
- Online customers are able to interact and communicate electronically and via their online account
- Our people are committed to the new standardised operating model
- Our people have the right skills for new roles
- All design supports compliance with immigration related statutory requirements and instructions.

Collectively these attributes will deliver a new *INZ Visa Processing Experience*, as depicted below.





The following shifts have been identified as critical to enabling the 2015 VPOM.

VISION 2015 ...		
	FROM	TO
CUSTOMER FACING	A fragmented customer interface and experience	An integrated multichannel offering that delivers a consistent experience regardless of the channel choice, with face to face delivered primarily by partners (except where INZ chooses otherwise)
DESIGN & CONTROL	Lack of core central capabilities to govern a global processing model	Greater centralisation of processes, practices, relationships and activities, and establishment of capabilities essential to the success of a global processing model
OPERATE	Decentralised processing operation characterised by local variations and practices, and a lack of alignment between common roles	Consistent processing practices which will support the mobility of work and minimise over processing, supported by new technology which will automate some identity and health assessment activities
MONITOR	Metrics today are not fit for purpose for a global processing model	INZ has defined and implemented a set of metrics which will measure the performance of the operating model

Preparing the Visa Services Organisation

A large proportion of these changes will impact Visa Services - the operational visa processing arm of INZ. Visa Services have recognised that as design work is completed within the Vision 2015 Programme it will be critical to ensure that:

- The changes are tested and deployed to ensure they work as designed in an operational processing environment
- Implementation activities are coordinated and planned so as to minimise BAU operational risk, maximise knowledge transfer and skills uptake
- The business is engaged and ready to accept and absorb the changes
- Changes are implemented in a managed way to maximise benefit realisation.

In recognition of the scale and breadth of change that Visa Services staff (approx. 1070) located across 30 global sites will need to adopt and embed, Visa Services has established a dedicated Change Implementation Team, reporting to the GM Visa Services. This team will be in place for the duration of 2015 and be responsible for:

- Working to ensure the design work led by the Vision 2015 Programme is fit for purpose through pilot and testing
- Ensuring business readiness through delivery of change management interventions
- Managing the approach to business acceptance; and
- Planning and supporting the implementation of change across multiple offices.

In short, the team is responsible for leading and managing delivery of business change into the Visa Services organisation.



Beyond 2015 the change journey for Visa Services will continue. While 2015 is about delivering change into the business, the focus for 2016 will be ensuring the changes are sustained in a way that enables the business to achieve the benefits realisation intended.

Document Purpose

This document is intended to set out how the Visa Services Change Implementation team will operate to execute its responsibilities.



2. Implementation Principles

The following principles will govern how change will be delivered into the business.

Table 1: Implementation Principles

Principle	Description
Manager led change	<p>Manager led change refers to the way in which the business change will be implemented within the INZ office environment.</p> <p>Managers will be expected to set the environment whereby the change activities essential to the successful transition of their office are completed. This will involve managers and/or change champions playing an active role in the delivery and/or support of activities locally.</p> <p>The VS Change Implementation Team will support managers to understand the scale and extent of change being introduced to their office through a range of methods including:</p> <ul style="list-style-type: none"> • Building understanding of the 2015 VPOM. • Regular meetings between business managers, business change manager and programme representatives to ensure business managers are aware of their roles in the upcoming change and feel supported. • Provision of key message packs for dissemination to management and staff. • Support over how to implement branch specific change plans.
Bundles not bombardment	<p>Wherever possible the team will look to integrate the delivery of changes to Visa Services ensuring meaningful and manageable change can be absorbed by the business. This will involve understanding from the outset the <i>collective</i> impact that a range of changes will have on a particular VS stakeholder group, and working with the Vision 2015 Programme to coordinate where it makes sense the delivery of these.</p>
The best fit approach to implementation will be adopted	<p>Design will inform the implementation approach. Therefore In consultation with Vision 2015 Programme, Project and business SMEs the VS Change Implementation Team will determine the best fit implementation approach to adopt for Visa Services, and recommend this to the GM Visa Services for endorsement.</p>
Delivery planning will recognise anchor IGMS projects	<p>The planning and sequencing of change will be informed by the scheduled 2015 dates for the technology enablers, namely Work and Visitor online forms and Identity Management (IDMe). These are regarded as critical IGMS anchor projects and therefore implementation planning undertaken by the team will not compromise deployment schedules and dates of eMedical, Work & Visitor Forms and IDMe.</p>
Structured approach	<p>The VS Change Implementation Framework (detailed on page 22) provides the basis for how activities will be delivered by the team. While it presents a structured, methodical and comprehensive approach for planning and implementing change management activities for Visa Services management and staff, not all activities may be required for each bundle of change. The best fit implementation approach will determine which activities are most suitable and required to support the implementation.</p>
Implementation and change will be tailored where appropriate	<p>Consistent change management activities will be designed by the VS Change Implementation team and delivered to stakeholder groups; the content and style of these may be tailored to suit audiences. The amount of tailoring required will be minimised where possible.</p>



Principle	Description
Nothing is piloted or implemented unless it is signed off by the appropriate designate	A large proportion of change involves process changes which will fundamentally change the way Immigration Officers work. Decisions will be required along the way to endorse the use of pilots, user testing and high touch support models. The VS Change Implementation Team will manage a decision log to track agreed/endorsed decisions to ensure traceability and transparency.



3. Visa Services Change Implementation Team

Team Role & Purpose

The role and purpose of the VS Change Implementation Team can be described as:

- Ensuring the design work led by the Vision 2015 Programme is fit for purpose and where appropriate tested by way of pilots
- Ensuring business readiness through delivery of change management interventions
- Managing the approach to business acceptance; and
- Planning and supporting the implementation of change across multiple offices

Key responsibilities of the team include:

- Implementing the scope of business change to the Visa Services organisation through the leadership and management of a central change team and pilot and implement teams
- Overseeing the piloting and implementation of process changes arising from the Vision 2015 work packages and ensuring they are aligned to the operating model
- Designing the supporting frameworks, tools and collateral to support manager led change in the field, including stakeholder engagement interventions and communications

The collective goal of the VS Change Implementation Team is to equip, support and enable **leaders to lead, managers to manage and staff to learn.**

Team Capabilities

The capabilities of the team can be described by way of four workstreams :

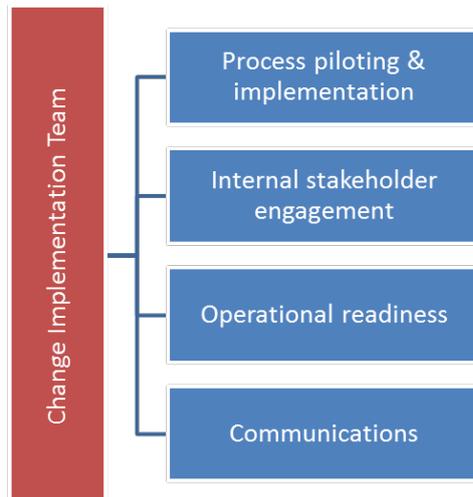


Figure 1: Workstream Overview

An overview of the focus of each workstream is detailed on the following pages.



Workstream 1: Process Piloting & Implementation

A large proportion of business change this year will seek to standardise the approach to visa processing. Therefore, a number of pilots may be required to test that the newly designed process works as designed in an operational site. Pilots provide an environment where refinements can be made prior to implementation.

Working with the Vision 2015 Programme it is expected that the VS Change Implementation Team will recommend to the GM Visa Services which changes to pilot, when and where. Where required, the team has the ability to resource up and provide on the ground support for implementation where there is significant business change and/or standardised processes to embed and behaviour change to sustain.

Workstream 2: Stakeholder Engagement

Active monitoring of internal VS stakeholder readiness and engagement will be critical throughout the year. Change activities will also be tailored to sites according to impact and stakeholder needs.

It is expected that the VS Change Implementation Team will identify and design the change activities and interventions that will build awareness and readiness for implementation.

Workstream 3: Operational Readiness

Ensuring sites are operationally ready to receive bundled change into their environment in a way that will minimise disruption to BAU will be critical as it will be a reality to have sites at different stages of implementation at any one time. Operational readiness ensures working closely with leaders, managers and front line staff to ensure checklists, policies and procedures are in place to support each implementation.

Workstream 4: Communications

VS has a dedicated communications resource which will ensure that audiences receiving each implementation are kept informed through appropriate channels throughout the year and that leaders are equipped with the key messages. In addition this will involve working closely with Vision 2015 Programme Communications Team to align messages internally and externally (where appropriate).

More detail on each workstream is included on pages 12-18.



Team Scope

In Scope

The scope of the VS Change Implementation team is limited to implementing the scope of business change (arising from the 29 Vision 2015 defined work packages) to the Visa Services organisation. A detailed list of work packages is included as Appendix B.

Where these work packages impact Visa Services staff – either through process, technology or people change, the team will be responsible for:

- Implementing the scope of business change to the Visa Services organisation through the leadership and management of a central change team and pilot and implementation teams
- Overseeing the piloting and implementation of process changes arising from the Vision 2015 work packages and ensuring they are aligned to the operating model
- Responsible for designing the supporting frameworks, tools and collateral to support manager led change across the business and in the field, including stakeholder engagement interventions and communications.

Out of Scope

Organisational Change

The VS Change Implementation team is not responsible for organisational alignment planning and implementation arising from change. This will be managed and led by the Principal Advisor, Visa Services.

Benefits Realisation and Monitoring

The VS Change Implementation team is not responsible for benefits realisation planning or monitoring. The Vision 2015 Programme is responsible for developing benefits realisation plans which will be monitored by the Principal Advisor, Visa Services.

Culture Change

It is acknowledged that the VS Change Implementation Team will not achieve a step change cultural shift within the 10 months between February and December 2015. The team will develop the tools to support the sustainability of change beyond 2015 and into 2016, but cultural change inherently takes longer and will be the accountability of VS leaders and managers well beyond December 2015.

Impact Assessments

Impact assessments are a critical trigger for the VS Change Implementation Team. High level impact assessments (and where needed detailed impact assessments) will be completed by the Vision 2015 Programme, and provided to the team for validation and sign off. These impact assessments will include a description of how the change(s) will impact people, process and technology aspects of the VS business.

Training

Training needs analysis, design and delivery will be completed by the Vision 2015 Programme.



Planning & Delivery of Change into other INZ Divisions

The VS Change Implementation team is not resourced to support the delivery of change to other areas of INZ. The Vision 2015 Programme has recognised that the team is not responsible for planning and delivering change into the following areas of INZ:

- Office of the DCE
- Service, Design & Performance
- Settlement, Protection & Attraction
- Compliance, Integrity and Risk
- International and Strategic Sector Engagement Office

However, where a particular business unit or team (outside Visa Services) is identified as a stakeholder group critical to the successful delivery of change to Visa Services, the VS Change Implementation team will seek to engage with the appropriate individuals to ensure an integrated approach to change delivery.

External Stakeholder Management

The VS Change Implementation team is not responsible for external stakeholder management or communications. This will be the responsibility of the Vision 2015 Programme.

Team Structure & Resourcing

Change Implementation Team (Wellington)

The team comprises of a blend of INZ, PwC and contract resources, and leverages the previous capabilities of the VS Business Change Team. The team reports directly to the GM Visa Services. A high level structure is included on the following page.

Change Network (Global)

The team is not resourced to tailor change activities in the field or to provide ongoing monitoring of behaviour change success. The team will rely on the global Change Network formed in 2014 including local Change Champions sustaining the momentum in each site following the implementation of process and/or technology change. This Change Network is made up of Change Leads and Champions representing all 31 sites. Area and Market Manager (some of whom are members of the Change Network) will be also expected to fulfil their change leadership activities and actively manage local resistance and issues. A full list of the draft VS Change Network has been included as Appendix A.

Team Scalability

The team has been set up to enable flexible resourcing to support high touch piloting and implementation of change. Where the implementation approach necessitates, the VS Change Implementation team have the capability and capacity to provide additional resources to support a high touch implementation.

PwC will provide additional resources for short periods of concentrated time to work in partnership with the leaders and Change Leads of selected sites to plan for pilot and/or implementation, prepare staff for change and implement together using a high touch, onsite model.



High Level Structure

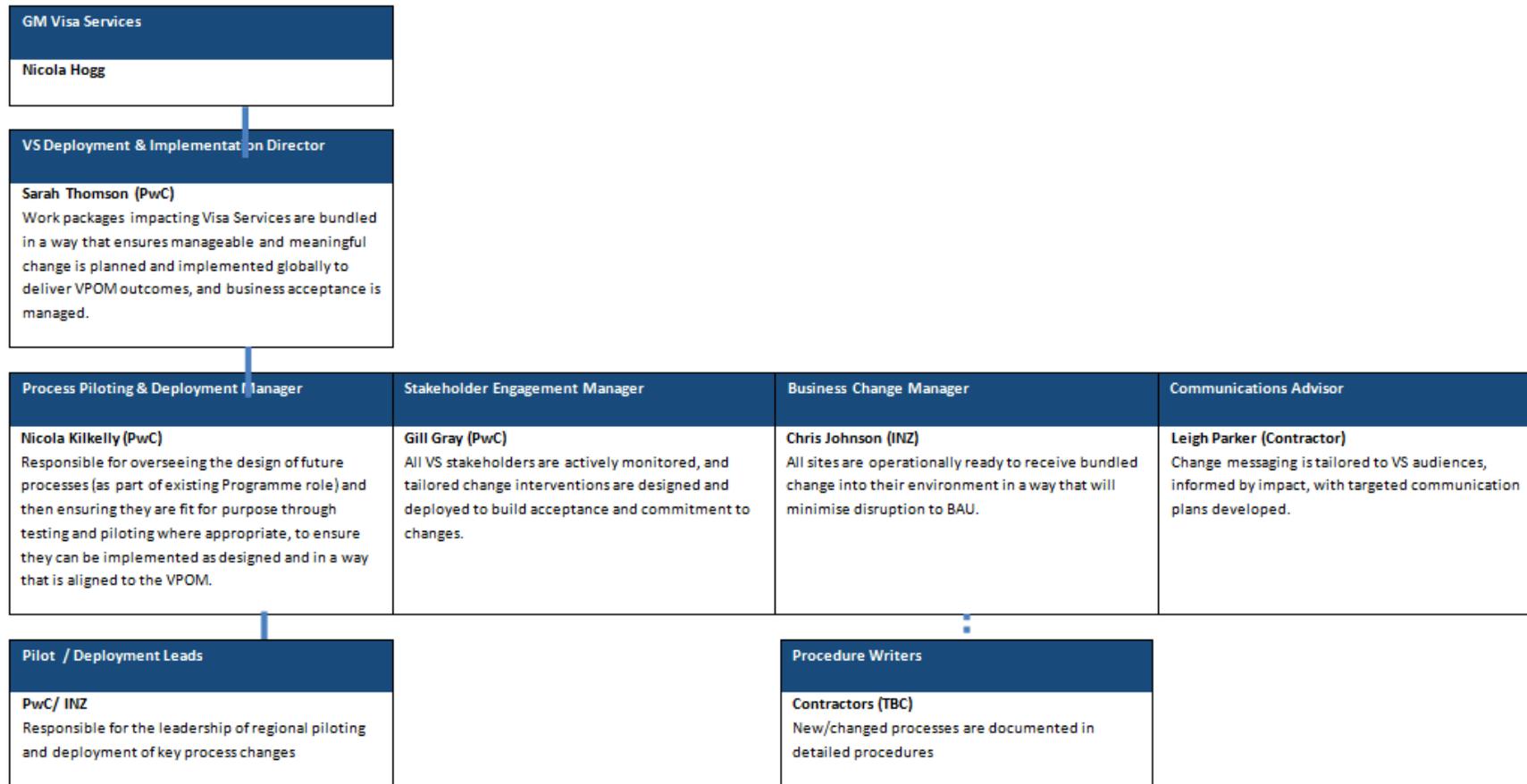


Figure 2: High level team structure



Team Roles & Responsibilities

VS Change Implementation Director (Sarah Thomson)			
<p>Activities</p> <ul style="list-style-type: none"> Lead and direct the VS Change Implementation team Work collaboratively with Vision 2015 Programme to identify and plan the bundles of change Implementation reporting 	<p>Deliverables</p> <ul style="list-style-type: none"> Project Initiation Document (PID) Implementation Strategy & Plans to support Change Stories Refreshed Change Strategy VS Business Acceptance (Deploy) Post implementation reviews Change Sustainability Plan (post change) 	<p>Key Relationships</p> <ul style="list-style-type: none"> Nicola Hogg Business Owner BSD Managers Technical Deployment Manager VSLT members PDG 	
Process Implementation Manager (Nicola Kilkelly)	Stakeholder Engagement Manager (Gill Gray)	Business Change Manager (Chris Johnson)	Communications Advisor (Leigh Parker)
<p>Activities</p> <ul style="list-style-type: none"> Develop business process test plans Mobilise pilot resources Oversee pilot planning Refine process design based on pilot outcomes Finalise L4 processes Oversee completion of L5 procedure documentation – resources and timelines <p>Deliverables</p> <ul style="list-style-type: none"> Business Process Test Plan Business Acceptance Documentation (Pilot) <p>Key Relationships</p> <ul style="list-style-type: none"> BAT team Project Leads Project Managers Business Leads and Business Owners VSLT and Area Managers 	<p>Activities</p> <ul style="list-style-type: none"> VS stakeholder analysis and ongoing monitoring Identify and coordinate the supporting frameworks, tools and collateral to support change implementation in the field VS temperature checks Monitor and support leader engagement and readiness activities Change leadership engagement Capture and monitor engagement issues and risks Collaborate with Communications Advisor to develop communication and engagement plans Produce AGM Leadership Action Plans <p>Deliverables</p> <ul style="list-style-type: none"> Stakeholder Analysis & Engagement Plan Leadership Action Plans – developed in conjunction with Communications Advisor Temperature checks Identify supporting change and engagement collateral – developed in conjunction with Communications Advisor <p>Key Relationships</p> <ul style="list-style-type: none"> VSLT Assistant General Managers Area Managers Communications Advisor Change Network Business Change Manager 	<p>Activities</p> <ul style="list-style-type: none"> Input into impact assessments to provide VS perspective Develop, maintain and facilitate change network activities Contribute to VS detailed impact assessments and provide perspective on risk Development operational readiness checklists Monitor and report on readiness activities against specific site checklists Manage gateway approval and technical transition management Work with operational management on the planning and scheduling of readiness testing Oversee completion of L5 procedure documentation – content accuracy and quality Pre and post implementation issues escalation and resolution Early life support to VS staff Working with SD&P to ensure key messages and instructions are available on INZkit <p>Deliverables</p> <ul style="list-style-type: none"> Readiness checklists Business readiness reports VS business readiness acceptance documentation <p>Key Relationships</p> <ul style="list-style-type: none"> Change Network Vision 2015 Technical Deployment Team Project Leads VSLT and Area Managers Front line staff Service Design and Performance (SD&P) 	<p>Activities</p> <ul style="list-style-type: none"> Monitor and maintain VS event calendar Managing the VS Business Change mailbox Maintaining and updating the Change Leads team site Organise Change Lead logistics Conduct channel analysis to define all channels, their use, owners and effectiveness Develop targeted communication plans to support the major change stories Monitor the execution of communication and engagement plans to support key VS audiences Develop VS communications collateral Liaise with Vision 2015 Programme Comms as and when required Support the Stakeholder Engagement Manager to develop change toolkits to support Manager-Led change in the field Manage collation and content of VS Weekly e-newsletter Collaborate with Stakeholder Engagement Manager to develop communication and engagement plans Develop, review and edit business change communications for the technical deployment team <p>Deliverables</p> <ul style="list-style-type: none"> Updated Channel Analysis Communication & Engagement Plans to support bundled change Contribute to development of Leadership Actions Plans and Change Toolkits Communication collateral (as required) VS Weekly e-Newsletter <p>Key Relationships</p> <ul style="list-style-type: none"> Vision 2015 Vision 2015 Programme Communications Stakeholder Engagement Manager Change Network
Pilot / Implementation Leads (TBC)		Procedure Writers (TBC)	
<p>Activities</p> <ul style="list-style-type: none"> Plan for onsite piloting of critical processes and/or technology Mobilise a team of local business resources to support pilot execution Prepare the pilot environment (e.g. set up and equip Bangkok staff to test new processes) Run and monitor the pilot Prepare post pilot reports for review <p>Deliverables</p> <ul style="list-style-type: none"> Pilot Plans Post Pilot Review <p>Key Relationships</p> <ul style="list-style-type: none"> Process Implementation Manager Project Managers and Project Leads Locally identified staff in pilot sites 		<p>Activities</p> <ul style="list-style-type: none"> Document detailed procedures and any related policies to accompany new/change processes <p>Deliverables</p> <ul style="list-style-type: none"> Standard Operating Procedures <p>Key Relationships</p> <ul style="list-style-type: none"> BAT team process leads Business SMEs 	

Figure 3: Detailed Roles & Responsibilities



4. Workstream Overview

Process Piloting & Implementation

Pilots form a critical component of confirming that all the necessary attributes for a successful implementation of the process change are in place and to determine whether adjustments need to be made before the process implementation commences.

In consultation with the Vision 2015 Programme and business SMEs the best fit implementation approach will be determined, which may involve a combination of:

- Pilots
- Manager led change
- High touch implementation model

Given the scale and breadth of change planned for 2015 it is expected that a combination of all three approaches will be used.

Planning for pilots will be the responsibility of this workstream. Resources are scalable and the team can draw on additional should an onsite pilot be required. Similarly, if the decision is to adopt a high touch support model to assist with implementation, then this workstream will be required to mobilise, prep and equip the additional resources to provide change and implementation support in the field.

Internal Stakeholder Engagement

This workstream has been established:

- To identify and engage with the roles that are key to influence the outcome of the change and those who are most impacted by the change
- To identify and then facilitate and coordinate the appropriate support/communication/collateral/tools required at the applicable level, at the appropriate time and frequency via the best channel
- To be the information conduit between VS management and the market office network
- To facilitate and generate information flow/dialogue between management leading each change and staff receiving the change
- To facilitate early identification of opportunities, gaps and threats (issues and risks)

Note this workstream is **not** charged with achieving cultural change within the business although it is noted that this may be achieved to some degree as a by-product of the Change Implementation Team and the Stakeholder Engagement workstream activities. The assumption is that this cultural change work will be continually progressed by management through and across the business long after December 2015.



Scope / Parameters

The scope of this workstream is limited to working with internal stakeholders, specifically leaders and managers who are expected to drive and embed the changes locally. External stakeholders are engaged with by the Vision 2015 Programme.

Approximate staff numbers per role across the 31 market offices. To follow the principle of manager-led change the three groups which will be the target audience of much of the stakeholder activity are highlighted in blue below.

Table 2: Internal VS staff numbers by role

Internal VS Stakeholder	Approx #
Area Manager	15
Assistant Area Manager / Market Manager	23
Immigration Manager	83
Technical Advisor	62
Immigration Officer	574
Support Officer	100
Customer Support Officer	90
Documentation Officer	55
Administration Officer	54
Miscellaneous roles	14

The key principle of engagement is that employees need to be able to respond easily, complete questionnaires or surveys with minimum time investment and know that their responses are treated in confidence. The following pages outline the methods that will be adopted to assess and monitor the engagement levels of the different internal VS stakeholders.



Table 3: Possible methods of engagement

Tool	What is it	How and when to use it	Pros	Cons
Survey Monkey	Online survey	A set of tailored questions, usually in a tick box format. Survey link is emailed to recipient groups with a set timeframe to respond. Can be used as an initial tool to identify areas that need to be investigated more thoroughly.	Good for high volume coverage. May need to be reminded or incentivised to get a good response back. Results can be analysed quickly.	Surveys must be used sparingly. If the Change Implementation team overuse this engagement channel survey fatigue is a possible resulting in an increasing lack of recipient response. Another overuse result may be that the channel lacks credibility and therefore visibility as a key feedback vehicle.
Temperature Checks	Telephone survey	<p>Conducted twice per change. Pre-change to gain baseline data and Post-change to assess knowledge transfer and uptake.</p> <p>Completed for each change but potentially to different roles within the network depending on impact/influence per change. Ideally six numerically rated and two open behaviourally-based questions to generate comment, feedback and dialogue on virtually anything that may be of concern.</p> <p>The second temperature check would expect to see an increase in score as knowledge has been transferred and the change is in use. The output is a one page summary - quantitative data from the numerical questions and qualitative data incorporating major themes from the open questions.</p>	Booked in advance and in the Office's time zone to enable a high level of response rate. Takes a maximum of five minutes per call (dependent on volume of comment). Good opportunity for feedback not achievable in other survey methods. Can be used to elicit information around sensitive areas or ascertain how aligned a particular group are to an area of change.	Depending on size of group being engaged – may be a high time cost, high telephone utility cost eg. if completed for Market Managers = 14 staff x 1 hour per call to complete call and record results = 840 minutes (14 hours). Conducted twice (pre and post change) = 28 hours (3.7 days).
Manager-led questionnaire	Hand distributed paper-based questionnaire	Questionnaire is generated in Wellington and sent via Diplomatic Bag pre-copied or emailed to the manager at the Office location to copy. Questionnaire is distributed to staff as part of a regular staff meeting. Questionnaire takes a maximum of 10 minutes to complete (with comments if offered). A mandatory field is	High response rate.	Absent staff will not be included in the survey. Lag time of approximately one week for Dip Bag to return to Wellington and lag time while a large volume of responses is manually recorded/analysed.



Tool	What is it	How and when to use it	Pros	Cons
		provided for respondent to record their working role title. Name can be provided if desired. Upon completion questionnaire is folded by the recipient and personally placed into an envelope that is then sealed and sent back by the manager to the Change Implementation team via Dip Bag.		
Focus group	Teleconference or video conference discussion	A workshop tool. Used if other engagement methods identify an item, issue or risk that requires a rapid response or in-depth discussion across regions.	Key people in one place at same time to discuss between themselves and the Change Implementation team. Enables informed response quickly after the teleconference.	May take a number of days to get key people together by phone.



Proposed Techniques

The following presents the proposed techniques to be used for the purposes of assessing and monitoring stakeholders.

Table 4: Proposed engagement technique by role type

Area Manager	Survey Monkey (plus Change Network teleconference)
Assistant Area Manager	Survey Monkey (plus Change Network teleconference)
Market Manager	Temperature check (plus Change Network teleconference)
Immigration Manager	Manager-distributed questionnaire
Technical Advisor	Survey Monkey or Manager-distributed questionnaire
Immigration Officer	Survey Monkey or Manager-distributed questionnaire?
Support Officer	Survey Monkey or Manager-distributed questionnaire?
Customer Support Officer	Survey Monkey or Manager-distributed questionnaire?
Documentation Officer	Survey Monkey or Manager-distributed questionnaire
Administration Officer	Survey Monkey or Manager-distributed questionnaire?

The resulting information gained from the role groups across the individual offices will be used to form an individual action plan for each Area General Manager. This plan will include communication and engagement opportunities and messages by Office/by change bundle.

Operational Readiness

Purpose

The Operational Readiness workstream has been established to ensure Visa Services operational offices are in a state of readiness to successfully adopt endorsed bundles of technology and process change. This workstream follows a standardised manager led approach to the implementation of change with a focus of minimising disruption to BAU, and ensuring global consistency (with agreed exceptions).

Deliverables

A key deliverable of this workstream is the definition, distribution, and monitoring of readiness activities through a readiness checklist. The checklist will be informed by a high level and detailed analysis of the impacts of change conducted by the Vision 2015 Programme. Identified impacts on Visa Services will be presented to VSLT for consideration and agreement.

This workstream will develop and utilise the Change Network to roll out the change. While the Change Lead will ultimately be responsible for ensuring business readiness, and change adoption at an office level, they will be supported by Change Champions for disseminating training and communication, and Super Users for UAT and Deployment support.



It will be the responsibility of this workstream to present a recommendation for deployment/ implementation to the GM Visa Services prior to going live with the change. This recommendation will describe the state of business readiness and provide a Go/ No-go recommendation listing any caveats.

Post deployment this workstream will be responsible for capturing issues and concerns and lessons learnt and feeding these back to the appropriate Early Life Support, Vision 2015 Programme or BAU enhancement channels for resolution.

Pre-deployment and Post deployment activities will utilise the Communications work stream to receive and deliver communications through the appropriate channels.

This workstream will be supported by, (and supports), the Process Piloting and Implementation workstream which provides additional implementation support for identified “high touch” sites and informs the implementation some process change through pilot testing.

Communications

This workstream has been established to:

- ensure Visa Services leadership and staff have the business change information they need, when they need it, and through the most appropriate, effective channels
- work with the project and Vision 2015 Programme teams to develop and implement communication and engagement plans for each change story and individual business changes
- ensure consistency in messaging
- ensure alignment with Vision 2015 programme communications – especially with any external messaging/comms
- ensure any communication risks and issues are identified and appropriately escalated
- support the stakeholder engagement workstream by providing collateral and tools, as required.

Scope/parameters

The scope of this workstream is limited to internal business change communications for Visa Services leadership and staff. External communication and internal communications for the rest of INZ and MBIE are the responsibilities of the Vision 2015 communications team.

Primary channels

The following presents the primary channels which will be utilised by the VS Change Implementation Team, and has been informed by a detailed channel analysis (included as Appendix D).



- **VS Business Change Weekly Update e-newsletter** – provides essential business change information, updates and requests to Change Leads, Change Champions, AMs, MMs and AAMs to cascade down to staff.
- **Face-to-face meetings and briefings** – both regular and ad hoc as per the principle of manager-led change.
- **Change Leads monthly teleconference** – to discuss any lessons learned, issues, concerns, questions, hot tips, and any help/input we need from them.
- **Change Leads team site** – on 'The Link' (MBIE's Intranet) – central repository of change information including readiness checklists, Weekly Updates, Q and As and Lessons Learned, Site Assessments. Has wiki capability for shared discussions and is searchable.
- **VS Business Change email inbox** – our key two-way communication channel that allows VS managers and staff to directly contact the VS Change Implementation Team with any issues, concerns, questions, suggestions etc and received a direct and timely response back. This helps us to track hot spots and areas of concern for escalation.

Outputs

- Communication and engagement plans to support bundled changes/change stories
- Targeted communication and engagement plans to support individual business changes
- Collateral, messaging and other tailored communication materials
- Collateral for Leadership Action Plans and Change Toolkits
- Preparation and distribution of the VS Business Change Weekly Update e-newsletter
- Monthly Change Lead teleconferences
- Change Leads team site management and updates
- Input into Vision 2015 programme communications plans and materials, as required



5. Implementation Strategy

The Implementation Strategy provides an overview of the overarching delivery approach for the implementation of business change into Visa Services.

Central to the implementation strategy is the ability to integrate change in a way that ensures it can be introduced in a manageable and absorbable way to the business, minimising change fatigue and maximising sustainability. This is where the concept of bundling work packages becomes relevant.

Bundling Vision 2015 Work Packages

Towards the end of 2014, 29 work packages were identified as the priority activities that, if delivered, would bring to life the intent of the 2015VPOM. The majority of these projects are well mobilised with design activity underway.

In order to plan and deliver manageable and meaningful change into the business, it became necessary to bundle the discrete projects into 'change stories or packages' based on the collective outcomes of 'like' projects using a implementation lens i.e. grouping together projects that are impacting the same part of the visa processing system and will be directly utilised by the end users (front line staff).

The advantages of grouping these projects into "change stories" included:

- Building a clearer understanding of the major changes that VS staff will need to prepare for and adopt throughout the year;
- Adheres to a principles of 'bundles not bombardment' in terms of what is delivered to the business, avoiding overloading staff with information on individual projects and risking early fatigue and a loss of engagement;
- Achieving economies of scale through the preparation of impact assessments that take into account the collective impact of projects being implemented at the same time;
- Allowing for collective training needs analysis and plans to be developed that address the 'hard' (technical) and 'soft' (behavioural) training requirements; and
- The ability to pilot processes and/or deploy project outcomes together will also go some way toward reducing fatigue and will simplify the changes for the front line. For example – combining the implementation of triage and verification frameworks (MR15) with the launch of the new Risk Roles (MR14) where possible, as these go hand in hand.

By bundling 'like' projects together we have been able to identify seven major changes that front line Visa Services staff will experience over the next 10 to 11 months. These are detailed in the table on the following page. This bundling approach was endorsed by the Programme Decision Group (PDG) on 3 February 2015.



Table 5: Endorsed Bundles of Change

Bundle	Bundle Description	Timing	Indicative Alignment of Projects (references)
1. eMedical	Management of online health cases through IHS and the alignment to FCC global health panel	Already underway – but will continue throughout the year Phase 1, stage 2 - 30 Jan 2015 Phase 1, stage 3 - 31 March 2015 Phase 2 – late 2015	SV29
2. Standardising the way we work	Focused on projects related to the core 'manage applications' process which collectively will contribute to the global standardisation of triage, allocation, workflow, quality and individual performance.	Potentially 3 releases: R1 – Standardising triage R2 – Introduction of Triage Technology R3 – Standardising workflow and allocation, performance and quality	AD4, MR15, MR14, MR13 MR16, MR17 AD1, AD5 M23, M21, SV18
3. The introduction of new channels	Encompassing the rollout of high volume online forms (work and visitor) and the implications this will have on staff.	June 2015	SV24a, SV24b, SV36, C6, C9, AD2
4. Aligning the organisation	These capture the role alignment and structure activity that will likely arise from bundles (2) and (3) above.	September 2015	C6, AD3, M22, C7, AD44
5. Greater identity assurance	Closely aligned with the deployment of IDme.	September 2015	SV28
6. Embracing greater customer centricity	Projects closely linked with the customer interface.	Oct – Dec 2015	C11, C9, C10
7. Sharing work globally	Mostly achieved through the enablement of previous projects – this relates to the ability to move work around more readily.	Nov - beyond	M20, SV32a, SV32b

In practical terms the bundling will allow the VS Change Implementation Team to:

- Commission high level impact assessments for bundles rather than by project
- Develop targeted stakeholder analysis and management plan for each major change bundle
- Develop a communication and engagement plan for each major change bundle



- Direct training needs analysis to take into account the collective training requirements of users
- Identify, in consultation with the Vision 2015 Programme, a best fit implementation approach to support the implementation of each major change, although it is still possible that some implementations will be done as multiple drops (e.g. eMedical, Triage, eVisa)
- Develop focused Leadership Action Plans to support VSLT and AGMs to deliver manager led change, and
- Coordinate the piloting and implementation of new processes, tools and technology.

The PDG endorsed bundles are represented visually below.

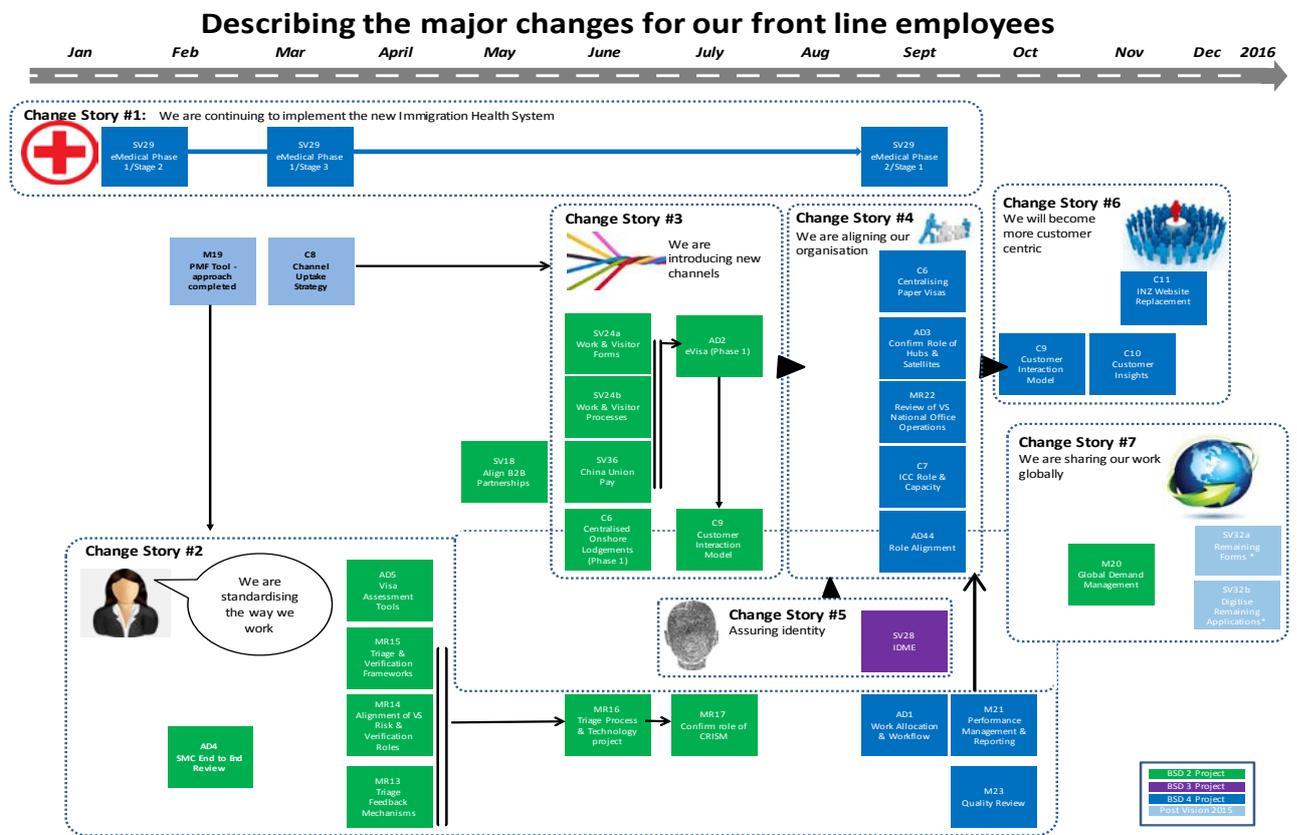


Figure 4: PDG Endorsed Bundles



Implementation Framework

The following framework has been developed to provide clarity on how activity across the four workstreams within the VS Change Implementation Team will prepare the Visa Services organisation for pending change. It takes into account the critical role that the Vision 2015 Programme has in terms of providing an early indication of the High Level Impact Assessment (HLIA) which is a trigger for our collective work. Appendix C provides a description of each of the artefacts represented below including those which fall within the responsibility of the Vision 2015 Programme. Note – not all artefacts will be required for each bundle of change.

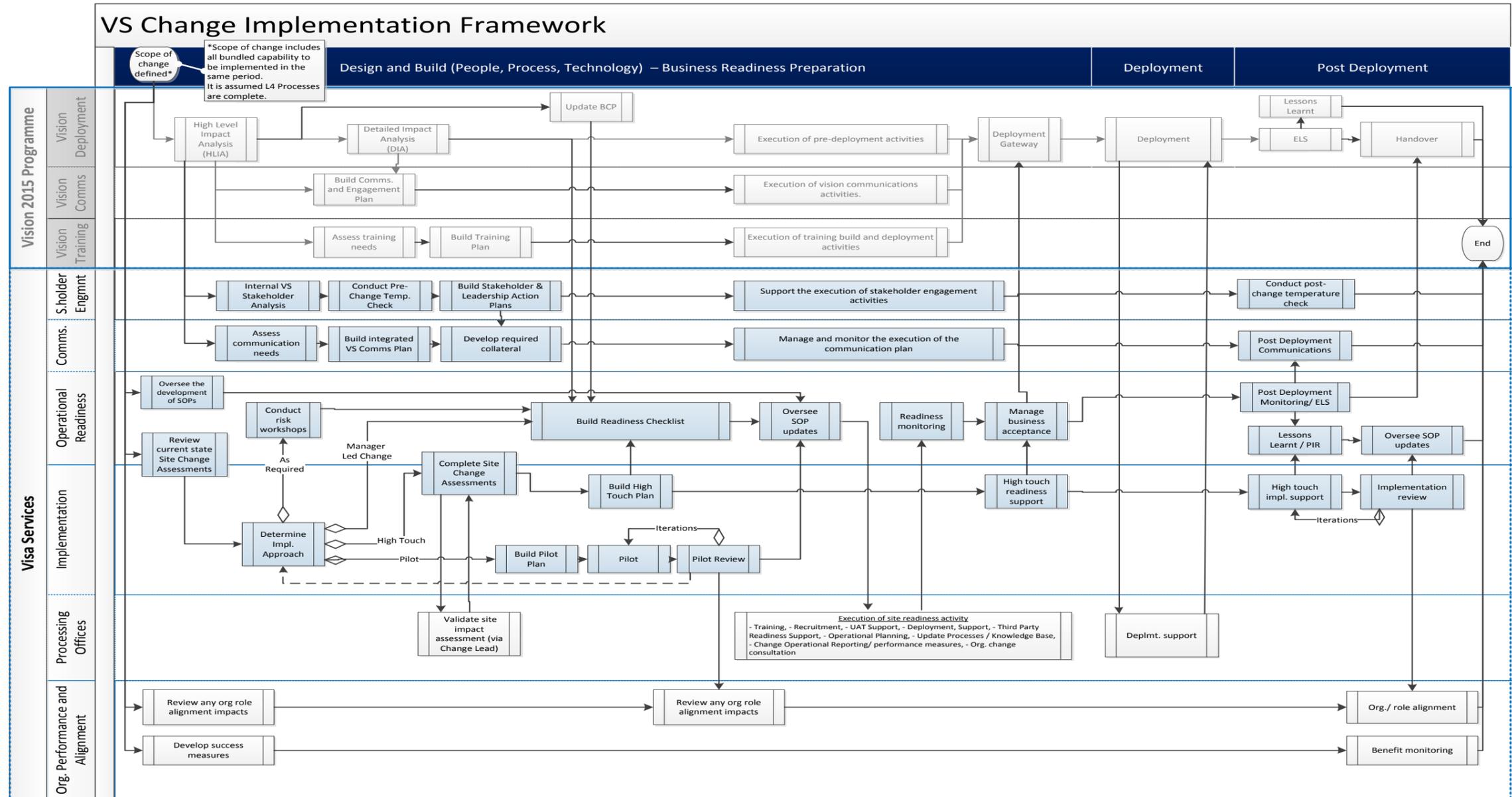


Figure 5: Implementation Framework



Best Fit Implementation Approach

Implementing change of the scale intended by INZ within a 10 month period is ambitious and complex. As such, it would be inappropriate for INZ to adopt a single approach to implementation. One of the principles guiding the teams' activities is that the **best fit** implementation approach will be determined in consultation with Vision 2015 Programme and Visa Services stakeholders.

The VS Change Implementation Team has identified a number of ways in which change can be implemented in the coming months to the Visa Services organisation. These are described below:

Table 6: Implementation Approaches

Approach	Description
Pilots	Valuable to test newly designed process to ensure they work as designed in the operational environment
User Testing	To test newly designed or changed pieces of technology to ensure they work as designed
BAU Change	For those projects which can be delivered as part of business as usual through existing channels
Manager led change	Utilising the Change Network, will involve equipping change network members with the tools, communications and training materials to effectively lead and drive change locally in their offices.
High touch implementation model	For critical processes that warrant an on-site presence, centrally led implementation teams will work in partnership with local managers and change network members to ready, equip, implement and monitor the process change for a period of weeks.

In determining the best fit implementation approach a number of variables will be considered.

Table 7: Implementation Variables

Variable	Considerations
Risk	<ul style="list-style-type: none"> How much risk to BAU does the change present? What risk to benefits realisation is there if the change is not implemented consistently?
Cost	<ul style="list-style-type: none"> What is the cost implications associated with the preferred implementation approach? Do the risks justify the costs? What is the potential opportunity cost or ROI?
Time	<ul style="list-style-type: none"> How critical is it that implementation occurs in the allocated delivery window? How much lead time do we have to prepare for implementation?
Complexity	<ul style="list-style-type: none"> What is the level of complexity presented by the change(s)? What is the ability of offices implementing the change(s) on their own? How far of a shift from current state does the change present for this office?
Scale of Change	<ul style="list-style-type: none"> How far reaching are the changes being implemented? How many sites are being impacted and what is the best approach?
Sustainability	<ul style="list-style-type: none"> What approach will be best to ensure information and knowledge transfer, as well as behavioural change is sustained?



6. Implementation Timeline

The following depicts a strawman view of the next 10 months in terms of where (sites) and how (approach) change will be implemented. Detailed implementation planning will be undertaken to support each Change Story. It is recognised that throughout the year, processing offices will be in different states of change. Therefore, supporting this view will be a detailed site by site plan which will provide visibility of the state of each site by week.

Visa Services - High Level Overview of Implementation <small>Purpose: This document provides an overview of the expected deployment and change activity for 2015.</small>													
Live Deploy Pilot													
1. High Level View of Implementation Activity - By Change Story													
Change Story	Project Ref	Description	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1. eMedical	SV29	Management of online health cases through IHS and the alignment to FCC global health panel		Deployment of phase 1/stage 3 eMedical						Deployment of phase 2/stage 1 eMedical			
2. Standardising the way we work	AD4, MR15, MR14, MR13, MR16, MR17, AD1, AD5, M23, M21, SV18	Focused on projects related to the core 'manage applications' process which collectively will contribute to the global standardisation of triage, allocation, workflow, quality and individual performance.	Reinforcement of SMC standardisation	Preparation for global rollout of standard triage and verification	Commencement of global rollout of standard triage and verification	Continued rollout of triage and verification	Implementation of the new BRE to support greater automation in the standard triage process		Pilot the finalised processes supporting 'work allocation' through to 'finalise'	Deploy the finalised processes supporting 'work allocation' through to 'finalise'			
				Launch of new risk and verification roles	Communicate new triage feedback governance groups								
3. The introduction of new channels	SV24a, SV24b, SV36, C6, C9, AD2	Encompassing the rollout of high volume online forms (work and visitor) and the implications this will have on staff.			Pilot of the 'receive online application' processes and their intergraton with NADO end to end processes		Deployment of Work & Visitor online forms (including AOB)						
							Implement the new centralised onshore online lodgement at NADO						
4. Aligning the organisation	C6, AD3, M22	These capture the role alignment and structure activity that will likely arise from bundles (2) and (3) above.					Assessment of role alignment requirements to support new processes	Assessment of role alignment requirements to support new processes	Roles aligned to support the new processes (From Aug)				Review and align any other role requirements
5. Greater identity assurance	SV28	Closely aligned with the deployment of IDme.								Deployment of Idme			
6. Embracing greater customer centricity	C11, C9, C10	Projects closely linked with the customer interface.					Implement the new customer interaction guidelines and early letter templates	Continue to rollout new letter templates	Continue to rollout new letter templates			Establish the new Customer Insights Team	Launch the new INZ website
7. Sharing work globally	M20, SV32a, SV32b	Mostly achieved through the enablement of previous projects – this relates to the ability to move work around more readily.								Pilot the global demand methodology		Deploy the global demand management methodology	

Figure 6: High Level Change Calendar



7. Team Governance

The team reports directly to the GM Visa Services. The following governance arrangements have been agreed with the GM Visa Services.

Table 8: Governance arrangements

Activity	Description
Weekly Reporting	<p>The VS Change Implementation Director will prepare a weekly status report for the GM Visa Services, available on a Friday. This status report will provide:</p> <ul style="list-style-type: none"> • An update on overall project status – budget, schedule, resources, risks/issues • Workstream update on activity completed and pending • Relevant updates in relation to pending activity, milestones and deliverables
VSLT Weekly Engagement	<p>There is a weekly 2hr engagement with the VS Leadership Team focused on the implementation of change to support the 2015 VPOM. It is intended that the weekly status report (prepared for the GM Visa Services) will be circulated in advance and form the basis of the VSLT update. However the meeting will allow for a deep dive within / across workstream activities as required.</p>
Programme Decision Group (PDG)	<p>The VS Change Implementation Director is an approved attendee at the weekly PDG meetings. This enables the Director to keep abreast of Vision 2015 Programme activity and dependencies which may inform / influence and/or change implementation planning.</p>
Programme Board Reporting	<p>The VS Change Implementation Director will support the GM Visa Services to input to an integrated reporting framework for the Programme Board on a monthly basis. It is expected that input will also be drawn from CRIS and SD&P</p>
Decision Log	<p>The 2015 work programme will require momentum to be kept constant throughout the year which will necessitate informed decision making (often at pace). A large number of decisions will be required this year to endorse the use of pilots, user testing and high touch support models. The VS Change Implementation Team will manage a decision log to track agreed/endorsed decisions to ensure traceability and transparency.</p>



8. Dependencies, Assumptions & Risks

Dependencies

The following dependencies have been identified by the VS Change Implementation Team (the team) as critical to the ability to plan for and deliver change into the business.

Table 9: Key dependencies

Dependency	Description
The team have hard dependencies on key Programme deliverables	<p>There are a range of core deliverables on which the team will rely as triggers to their planning, change and communication activities:</p> <ul style="list-style-type: none"> • L4 process design complete • Impact assessments are traditionally performed as part of the Design phase. These are a critical trigger to planning the implementation and preparing the organisation. The VS Change Implementation Team expects to receive as part of the final design an informed view on the level and scale of impact associated with each bundle of change. • Training needs analysis, design and materials
Timely decision making and sign off – both by Vision 2015 Programme and business	The 2015 work programme will require momentum to be kept constant throughout the year which will necessitate informed decision making (often at pace). The team will need to have visibility of key decisions which may influence planning or delivery activities. Timely updates on when these are expected to be made will enable the team to proactively respond.
Visible and active leadership	Change of this scale and nature, delivered in a short timeframe requires visible leadership. The team will rely on VSLT and Area Managers role modelling manager-led change and being visible and accessible throughout the year. The team will also depend heavily on two-way active engagement of the VSLT members – both collectively and individually.
Information must be cascaded to every level to enable efficiencies	The team is not equipped to tailor messages for all levels within Visa Services. We will rely on information being cascaded to every level by managers to enable efficiencies. This will also minimise any risk of dilution of message.
Engaged and ‘on message’ Change Network	The Change Network is an extension of the VS Change Implementation Team in that they will deliver change consistently on our behalf locally. The team has a dependency that the individuals identified as part of the Change Network understand the criticality of their role, embrace the challenge, and commit to be part of our wider delivery network.
Ongoing reinforcement of global standardisation rationale and benefits from leaders	The team’s success is dependent on leaders at all levels reinforcing the need and importance of standardisation long after processes are implemented. This will involve leaders and managers role modelling, communicating and monitoring compliance on an ongoing basis so as to represent to their staff that there is a new one-way of working.



Dependency	Description
Access and availability of leaders to participate in temperature checks	The Stakeholder Engagement Manager will require access to key individuals to gain insight into site readiness, confidence and issues management.

Assumptions

The following assumptions have been identified by the VS Change Implementation Team.

Table 10: Assumptions

Assumption	Description
The technology enablers planned for 2015 (Work & Visitor online forms and IDme) will be funded and deployed as scheduled	The planning and sequencing of change will be informed by the scheduled 2015 dates for the technology enablers, namely Work and Visitor online forms and Identity Management. Delays or slippage in any of the technology deployments will impact the ability of the Implementation team to bundle process changes that are dependent on, or have linkages with the technology.
Detailed impact assessments will be completed for bundled change by the Vision 2015 Programme	Impact assessments for the collective impact represented by a Change Story will be completed by the Vision 2015 Programme, reviewed by the VS Change Implementation Team and signed off by the GM Visa Services as accurately reflecting the impact to VS.
Training needs analysis will be completed by the Vision 2015 Programme	Training needs analysis, design and materials will be completed by the Vision 2015 Programme, reviewed by the VS Change Implementation Team and signed off by the GM Visa Services as fit for purpose for the VS user audience.
Change Network members will be afforded the time to execute on their responsibilities	AMs and MMs will support Change Leads, and enable them to free up time to commit to delivering the change activities we need them to locally.
Change leads will deliver on training and communications expectations	The Change Network is an extension of the VS Change Implementation Team in that they will deliver change consistently on our behalf locally. The team have assumed that the individuals identified for the Change Network have the skills and capability and influence to deliver change activities.
Office reviews are on hold	We understand that re-phasing of office reviews is scheduled for September 2015. It is not anticipated any office would be reviewed (& definitely not closed) before Dec 2015.
2015 footprint of hub and satellite sites for Immigration NZ will remain the same	We assume that no changes to the VS footprint will be actioned prior to December 2015
Adopting a high touch support will be needed for some critical process changes	We have assumed that for critical process piloting and/or implementation the business will endorse the use of process experts and change / implementation support to mitigate risk to implementation.



Assumption	Description
We will have early visibility of key decisions that impact our work	Any significant change that relates to or impacts the CHIMP team will be communicated appropriately by the Vision 2015 Programme team or the Visa Services Leadership Team
The operating model provides the basis for all context materials	The team will work to ensure change management, readiness, stakeholder and communication activities build understanding of the operating model so that staff understand how each element fits together to deliver the VPOM.
Our materials will be replicable	As much as possible the team will produce replicable materials that can be reused throughout the year.
There will be a process in place to manage and action changes during implementation off-shore	The team's success in delivering coordinated and often simultaneous change in the field is dependent on it having an established support model in Wellington that can react to changes, issues and risks that arise throughout the implementation or piloting process.

Risks

Implementing large scale change within 10 months, impacting over 1000 staff and management across multiple sites, within a business that has significant BAU growth presents a challenge. The VS Change Implementation Team has identified the following risks.

Table 11: Identified Risks

Risk	Mitigation Strategy
A key element of preparing an organisation for change is ensuring the users are equipped to receive the change. Training is not in our scope.	Clarity will be sought as to how training needs, design and delivery activities are initiated and completed, and who is accountable. The team will be responsible for monitoring completion of training activities for the VS organisation.
The change is being designed in Wellington but implemented across the global network. The core messages may be diluted or misinterpreted due to the fact that it is being spread by many different people/channels	The VS Change Implementation Team will use primary channels to communicate consistently through and work with VSLT and managers to support them in cascading information in a timely manner.
Change is over a short period of time but is extensive. Detailed planning will be needed to ensure the change is introduced with minimum impact to the business.	A high level view of the planned implementation should to be developed to confirm the quantum, timing and the order in which change will be introduced and the sequencing across VS offices. This will help set expectations with management and staff of when specific changes are due and help them prepare for that.



Risk	Mitigation Strategy
<p>Changes will be brought about by a large amount of process change as opposed to the previously anticipated technology platform – resulting in a more challenging change management task ahead.</p>	<p>A change strategy has been developed and a change network in the offices established. Manager led change is a key pillar in the change approach and local managers need to be equipped to deliver change in their offices, supported by Wellington. Change leaders from Wellington will need to be on site to support local management and embed the change.</p>
<p>Benefits realisation is a key outcome that should not be overlooked as processes are challenged and refined in local offices</p>	<p>An important aspect of the Vision 2015 Programme is to ensure benefits will be realised. These will be in the form of financial efficiencies as well as decision quality and customer experience. From the testing and implementation through to the operationalising of the changes, benefits need to be monitored and tracked. If the benefits are not tracking to the plan appropriate action needs to be taken. There is an on-going activity in all offices that ensures benefits are being measured and any agreed changes are implemented.</p>
<p>Delays or slippage in any of the technology deployments may impact the ability of the team to bundle process changes that are dependent on, or have linkages with the technology.</p>	<p>The VS Change Implementation Director will attend the weekly Business Integration meeting to keep abreast of any risks to technology deployments.</p>
<p>Overuse or heavy reliance on Subject Matter Experts may cause them confusion and fatigue leading to poor performance</p>	<p>We will need to be considerate of the time we ask of SMEs to help validate, review or provide input to our work. Clear objectives will be outlined for engaging SMEs and efficient use of time will be critical to ensure maximum engagement, and minimal disruption.</p>
<p>Delivery of change may negatively impact on BAU workflow and demand at sites</p>	<p>The team have developed a detailed view of expected change activity by processing site to help leaders understand the level of activity in each office by week. VSLT have been asked to apply a BAU lens to this to help the team to understand any BAU pressures such as peaks and troughs throughout the year.</p>
<p>The readiness of some sites to respond to change may be higher than others</p>	<p>Prior understanding of an office's environment is critical to getting a sense of how prepared they are for change, and similarly how resilient they are. Site change impact assessments are a key tool that the team will use to tailor activities accordingly.</p>
<p>There may continue to be a siloed approach to project delivery despite the PDG endorsement of bundles</p>	<p>The team will continue to work with the Vision 2015 Programme to identify opportunities to bundles projects (or elements of projects) for the purposes of implementation.</p>
<p>Overloading the change network may negatively impact its ability to facilitate a consistent process</p>	<p>The risk to date has been that the Change Network has had little 'real detail' to sink their teeth into. We need to be careful to not exponentially increase the flow of information and demands on the Change Network to the extent that we negatively impact their experience, engagement and commitment.</p>



Risk	Mitigation Strategy
Balancing the right approach for face to face and virtual interactions may be challenging, yet it is important to reduce cynicism around the authenticity of the change team	The team has sourced additional business resource to join the team with previous operational experience. This will add to the credibility of the team, and mitigate the risk that there is a team in Wellington of consultants 'doing the change to us'.
Differing VSLT styles and preferences in how they want to deliver the change messages	The Stakeholder Engagement Manager will work with VSLT members to understand preferences, needs and wants of leaders to help balance authenticity with consistency of messages
At any one point of the year different sites will be at different stages of change	The team have developed a detailed view of expected change activity by processing site to help leaders understand the level of activity in each office by week. This will help the team keep track of the different states of change for different offices



9. Stakeholder Engagement

The following table presents a view of the stakeholders whose involvement, engagement and influence are critical to the VS Change Implementation Team's success in delivering the scope of business change to enable the 2015 VPOM.

Internal Stakeholders

The following are regarded as the primary Visa Services stakeholder groups which the VS Change Implementation Team will actively engage with:

- Visa Services Leadership Team
- Area Managers
- Assistant Area Managers
- Market Managers
- Change Network
- Visa Services processing offices
- Immigration Contact Centre
- Operations Support

Stakeholders External to Visa Services

The following internal INZ stakeholder groups fall outside the scope of the VS Change Implementation Team.

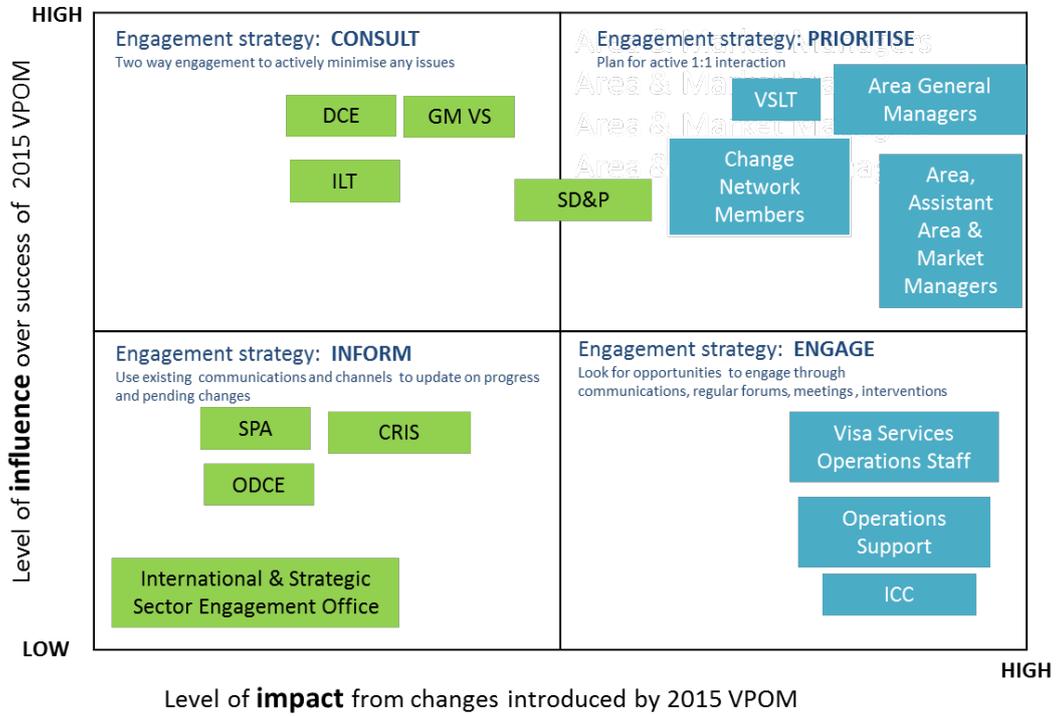
- Immigration Leadership Team
- Compliance, Risk & Intelligence Service
- Settlement, Protection & Attraction
- Office of the Deputy Chief Executive
- Service Design & Performance
- International & Strategic Sector Engagement Office

However it is recognised that change cannot be delivered to Visa Services in an insular manner and without consideration to the wider impacts to other areas.

The matrix on the following page presents the proposed approach for maintaining engagement with the stakeholder groups identified above. This has been developed in relation to their expected level of impact by the changes and their level of influence on the success of implementation.



Proposed Engagement Approach





10. Appendix

Appendix A: Visa Services Change Network (Draft)

Critical to the success of manager led change is the ability of the team to equip and use the Change Network across the globe. The following table presents the individuals who last year were identified as members of the Change Network.

These individuals will be offered the opportunity to assist in the implementation process by committing a proportion of their time to assisting in the delivery of change activities on behalf of the VS Change Implementation Team.

VISA SERVICES CHANGE NETWORK FOR VISION 2015					
Area	Office	AGM	Area Manager	Change Lead (Market Manager)	Change Champion
Offshore West	London	Peter Elms	Jeannie Melville	Corisha Brain to 17 March then Megan Derby	Megan Derby (IM)
Offshore West	Moscow		Jeannie Melville	Ruth Meek(IM)	Ruth Meek (IM)
Offshore West	Pretoria		Jeannie Melville	Dan Smidt (moves to Mumbai)	Roshana Khan (IM)
Offshore West	Washington DC		Jeannie Melville	John Duncan/Marie Sullivan	John Duncan (IM)
Offshore West	Mumbai		Nathanael Mackay	Marcelle Foley	Srijana Rai Deepali Manoj
Offshore West	Dubai		Nathanael Mackay	Christina Fordyce	Chris McKain (IM)
Offshore West	New Delhi		Simon Smith to May 2015	Simon Smith(AM) to May 2015	Tanuva Majumdar(IM)
Offshore East	Bangkok		Bruce Burrows	Antony Harris	Rema Maiava
Offshore East	Singapore	Antony Harris		Lisa Weakley (IM)	Lisa Weakley (IM)
Offshore East	Ho Chi Minh	Antony Harris		Sarah Clifford	Sarah Clifford (MM)
Offshore East	Jakarta	Antony Harris		James Dalmer	Ratna Sarwo Estri (IM)
Offshore East	Beijing	Alan Barry to May 2015		Alan Barry	Doris Fan (IM) Jun Ren (IM)
Offshore East	Shanghai	Jock Gilray		Dom Forde	Cat Beach(IM)



VISA SERVICES CHANGE NETWORK FOR VISION 2015					
Area	Office	AGM	Area Manager	Change Lead (Market Manager)	Change Champion
Offshore East	Hong Kong		Jock Gilray	Simon Spiers	Barbara Cheung(IM)
Offshore East	Manila		Jock Gilray	Michelle Frankham	Kim de Guzman (IO)
NZ/Pacific	Palmerston North	Geoff Scott	Bolen Ng	Natasja Chapman	Rose White
NZ/Pacific	Christchurch		Janine Parsons	Steve Jones(AAM)	Mike Williams(IM)
NZ/Pacific	Queenstown		Janine Parsons	Neill Rhodes	Neill Rhodes
NZ/Pacific	Apia		Rex Heesterman	Aleks Jovanovic	Patsy Ah - Ching
NZ/Pacific	Suva		Rex Heesterman	Grayson Rowse	Jasmin Singh
NZ/Pacific	Nuku'alofa		Rex Heesterman	Gareth Grigg	Antony Jukich (IM)
NZ/Pacific	Immigration Profiling Branch				Lisa Gould
Operations	Operations Support		Michael Carley	Katie Knowles	Katie Knowles (AAM)
NZ/Northern	Auckland Central Area Office	Jocelyn Mikaere	Bolen Ng?	Yvonne Massey	Neil Bailey (IM) Peter Saunders (IM)
NZ/Northern	Henderson		Wayne Levick	Kimberley Polata & Ravi Bellihal	Paul Arram (IM)
NZ/Northern	Business Migration		Darren Calder	Darren Calder	Emma Hope (IM)
NZ/Northern	Immigration Contact Centre(ICC)		Jason Hallam	Jason Hallam	Raj Jadhav
NZ/Northern	NADO - eMeds		Christine McGaughey	Kerry Greig	
NZ/Northern	Manukau		Christine McGaughey	Dave Verkade	Sam Iosefo
NZ/Northern	Hamilton		Ross Grigg	Ross Grigg	Debbie Price (IM)
NZ/Northern	Wellington		Ross Grigg (acting)	Penny Chitty	Louisa Jacques (IM)



Appendix B: Vision 2015 Work Packages

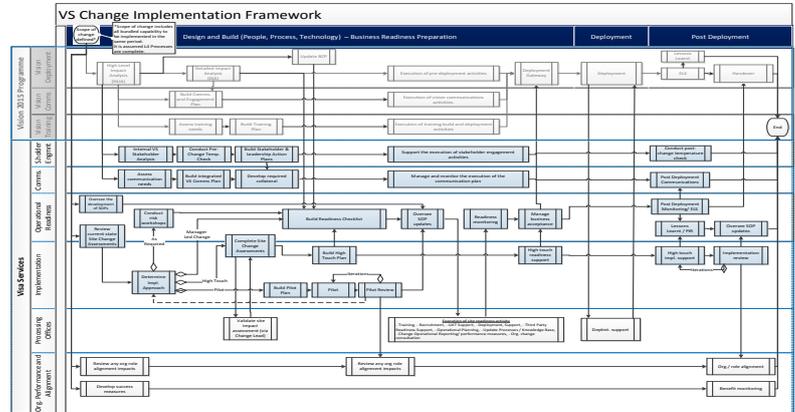
Ref	Description	Ref	Description
AD1	Work Allocation & Work Flow	MR17	Confirm role of CRISM
AD2	E Visa	M19	Process Management Framework & Tool
AD3	Confirm role of Hubs & Satellites	M20	Global Demand Management
AD4	SMC end to end review	M21	Performance Management & Reporting -
AD5	Visa Assessment Tools	M22	Review of VS National Office Operations Function
AD44	Role alignment	M23	INZ Visa Processing Quality Review
C6	Centralised Onshore Lodgement & Counters Review	SV28	Implement IDMe
C7	ICC Role & Capacity	SV28a SV28b	Identity Management Engine Identity Management Engine Processes
C8	Channel uptake strategy	SV25	Biometric enrolment roll out
C9	Customer Interaction Model	SV24	Work & Visitor Forms
C10	Customer Insights	SV24	Work & Visitor Processes
C11	INZ Website Replacement	SV29	eMedical / HIS - Phase 1 & 2
MR13	Triage feedback mechanisms	SV32a SV32b	Remaining forms Digitalise remaining applications
MR14	Alignment of VS risk & verification roles	SV18	Align B2B Partnerships with Vision 2015 Operating Model
MR15	Triage & Verification Frameworks	SV36	China Union Pay
MR16	Triage Process & Technology Project		



Appendix C: VS Change Implementation Team Artefacts

The following table maps to the Implementation Framework on page 25 and provides a high level description of the artefacts which the team are responsible for.

These have been grouped by the responsible stakeholder. **Green** tables denote Vision 2015 Programme responsibilities, whereas **Blue** denotes activities and artefacts which are the responsibility of the VS Change Implementation Team. **Orange** denotes parts of the Visa Services organisation.



Vision 2015 – Vision 2015 Programme Deployment

Process/Product	Description
High Level Impact Analysis (HLIA)	<p>HLIA</p> <p>The HLIA identifies the stakeholders who will be impacted by a proposed change to business process/ systems. It also identifies how these stakeholders may be impacted, but a detailed impact analysis will be required to ratify the impacts.</p> <p>The analysis is to be an initial high level review of all potentially impacted stakeholders. It is a best initial guess and roadmap to further ratification in products such as communications and training plans, and ratification in detailed impact analysis of highly impacted stakeholders.</p> <p>Accountable: PM for change initiative Responsible: Deployment Manager</p>
Detailed Impact Analysis	<p>DIA.</p> <p>The detailed impact analysis identifies the business impacts to be considered for the successful implementation of a proposed change to business process/ systems. This impact analysis also identifies who is responsible for managing each identified impact.</p> <p>Accountable: PM for change initiative Responsible: Deployment Manager</p>
Update Business Continuity Plan (BCP)	<p>BCP</p> <p><i>Each business change initiative needs a Business Continuity Plan (BCP) that aligns with, and extends, existing INZ and site BCP arrangements to respond to an emergency or unplanned interruption to a critical business function beyond acceptable limits.</i></p> <p>Accountable: PM for change initiative Responsible: Deployment Manager</p>



Process/Product	Description
Execution of pre-deployment activities	<p><i>Multiple pre-deployment transition activities and products.</i></p> <p>The Transition Team is responsible for coordinating and monitoring deployment activities to a point where technology and business readiness activities are “deployment ready”.</p> <p>Accountable: PM for change initiative Responsible: Deployment Manager</p>
Deployment Gateway	<p><i>Deployment Go/ No Go decision documents.</i></p> <p>The Deployment Gateway may either be a staged or single go/ no go decision. Inputs are taken from Business and Technology Readiness and Acceptance documentation.</p> <p>Accountable: PM for change initiative Responsible: Deployment Manager</p>
Deployment	<p><i>Multiple deployment activities and products.</i></p> <p>Deployment is the activity of deploying technology into a production environment. The transition team develops and follows a deployment run sheet to track and support deployment activities and handover points.</p> <p>Accountable: PM for change initiative Responsible: Deployment Manager</p>
Early Life Support (ELS)	<p>ELS</p> <p>Early Life Support is the process of supporting the escalation of any issues identified in the weeks immediately following deployment. Issue escalation from the business is expected to be raised through BAU processes. The ELS process provides oversight over issues and ensures that they are dealt with appropriately and in a timely manner.</p> <p>Accountable: PM for change initiative Responsible: Deployment Manager</p>
Lessons Learnt	<p>Lessons Learnt</p> <p>Lessons Learnt is intended to discover opportunities for the Business Transition team to improve project transition practices by identifying and leveraging good practices, as well as ways to avoid or minimise risks for the next release. This includes technical as well as business deployment activity.</p> <p>Accountable: Deployment Manager Responsible: Deployment Manager</p>
Handover	<p>Handover</p> <p>The handover document will seek agreement from Service Design and Performance for the handover of the product to BAU management. Service Design and Performance own the ongoing maintenance of technology, processes, and web content. Handover will include any outstanding defects, associated workarounds, and plans for resolution.</p> <p>Accountable: PM for change initiative Responsible: Deployment Manager</p>



Vision 2015 – Vision 2015 Programme Communications

Process/Product	Description
Build INZ and External Comms. and engagement plan.	<p>The INZ and External Communications Plan sets out the key messaging, activities, channels and timeframes for communicating a business change to INZ staff and external stakeholders. It will be used by the VS Business Change Team to develop the Visa Services Communications Plan, ensuring alignment around messaging and timing.</p> <p>This plan should be targeted to the specific change initiative. And should be derived from an overarching Vision 2015 communications plan.</p> <p>Accountable: PM for change initiative Responsible: Senior Comms. Advisor</p>

Vision 2015 – Vision 2015 Programme Training Team

Process / Product	Description
<i>Build Training Plan</i>	<p><i>Training Plan</i></p> <p>The Training Plan outlines the training to be developed and delivered to support deployment of a new business initiative or process, the resources required and timelines.</p> <p>Accountable: PM for change initiative Responsible: Kineo/ INZ TTU</p>

Visa Services Change Implementation Team

Workstream : Stakeholder Engagement

Process / Product	Description
<i>Internal Visa Services Stakeholder Analysis</i>	<p>The VS Stakeholder Analysis is a determination of the engagement level required for people and roles. In particular it identifies the key people or roles that require high engagement for each change initiative.</p> <p>Derivation: The Stakeholder Analysis is derived from the HLIA.</p> <p>Output: The VS Stakeholder Analysis informs the Pre-change Temperature Check and Stakeholder and Leadership Action Plans.</p> <p>Accountable: VS Change Implementation Team. Responsible: VS Change Implementation team</p>
<i>Conduct a pre-change Temperature Check.</i>	<p>The Pre-change Temperature Check is a baseline check of staff engagement, preparedness, understanding and commitment to the change initiatives. Differing levels of staff will be surveyed.</p> <p>Derivation: VS Stakeholder Analysis and Survey Questions Accountable: VS Change Implementation Team Responsible: VS Change Implementation Team</p>



Process / Product	Description
<i>Build Stakeholder and Leadership Action Plans</i>	<p>The Stakeholder and Leadership Action Plans provide targeted leadership with action plans key tools to improve engagement, preparedness, understanding and commitment to the change initiatives.</p> <p>Derivation: Pre Change Temperature Check Accountable: VS Change Implementation Team Responsible: VS Change Implementation Team</p>
<i>Support the execution of stakeholder engagement activities</i>	<p>Various stakeholder engagement activities and support functions, as planned and required on an ad-hoc basis.</p> <p>Derivation: Ad-hoc from Stakeholder engagement and derived from stakeholder engagement analysis and planning activities. Accountable: VS Change Implementation Team Responsible: VS Change Implementation Team</p>
<i>Conduct Post-change Temperature Check</i>	<p>The Post-change Temperature Check is a post deployment check of staff engagement, preparedness, understanding and commitment to the change initiatives. Differing levels of staff will be surveyed.</p> <p>Derivation: Pre-change Temperature Check and Survey Questions Accountable: VS Change Implementation Team Responsible: VS Change Implementation Team</p>

Workstream : VS Communications

Process / Product	Description
<i>Assess communication needs</i>	<p>The assessment of communication needs is a quick summarised review of impacted stakeholders and the level and channels of communication required.</p> <p>Derivation: HLIA, and Internal VS Stakeholder Analysis. Output: The VS Stakeholder Analysis informs the Integrated VS Communications Plan. Accountable: VS Change Implementation Team Responsible: VS Change Implementation Team</p>
<i>Build Integrated VS Comms plan</i>	<p>The Visa Services Communications Plan sets out the activities, channels and timeframes for communicating a business change to Visa Services staff. It will be used by the Business Change Team and the Change Network.</p> <p>Derivation: High Level Impact Analysis, Detailed Impact Analysis. Accountable: VS Change Implementation Team Responsible: VS Change Implementation Team</p>
<i>Develop required collateral</i>	<p>Develop collateral as required to support the communications plan and stakeholder engagement, operational readiness and implementation activities.</p> <p>Derivation: VS Communications Plan, Stakeholder and Leadership Action Plans, Vision 2015 Programme Communications, Business Readiness and Implementation Activities. Accountable: VS Change Implementation Team Responsible: VS Change Implementation Team</p>



Process / Product	Description
<i>Manage and monitor the execution of the communication plan.</i>	<p>Various communications activities including developing communications to support stakeholder engagement, operational readiness and implementation activities. Monitoring and responding to queries issues and concerns from the business is also key. Responses will be through pre-identified channels including direct email, weekly business change communications, and the business change website.</p> <p>Derivation: Ad-hoc from Stakeholder engagement and derived from communications planning activities.</p> <p>Accountable: VS Change Implementation Team</p> <p>Responsible: VS Change Implementation Team</p>

Workstream : VS Operational Readiness

Process / Product	Description
<i>Oversee the development of SOPs</i>	<p>Standard Operating Procedures (SOPs) are to be written for any new procedure or current procedure that will change as a consequence of the business change initiative. These are derived from L4 Processes and Immigration instructions and office practice. SOPs are to be published in the INZ kit. Office variation to SOPs will be agreed upfront.</p> <p>Derivation: L4 Process Maps. Subject Matter Experts.</p> <p>Accountable: Impacted Stakeholder (Visa Services).</p> <p>Responsible: VS Change Implementation Team.</p>
<i>Review Current State Site Assessments</i>	<p>The site change assessment is a two part document.</p> <ul style="list-style-type: none"> • The first part is a current state site assessment of each impacted site, indicating key information on products, people, process and market risk. This will be developed in concert with the development of Level 4 operational processes. • The second part is an assessment on the key impacts for each individual site identified as significantly impacted, what benefits/ outcomes are expected, and what specifically will change in the site to achieve the expected outcomes. This section will not be completed until after the implementation approach has been determined. <p>Derivation: Site Change Assessments – Current state view</p> <p>Accountable: VS Change Implementation Team</p> <p>Responsible: VS Change Implementation Team</p>
<i>Conduct Risk Workshops</i>	<p>Targeted risk workshops are to be conducted when it is deemed necessary to deep dive risks in the implementation approach. They will look at what could go wrong with new systems or processes and determine mitigations to prevent or reduce the occurrence of the risk, and/or minimise the severity of the impact. Mitigations can be incorporated into updated SOP's, Product Enhancements, and updated Business Continuity Plans.</p> <p>Derivation: Implementation Approach</p> <p>Outcome: Mitigations may be included in BCPs and site readiness activities.</p> <p>Accountable: Impacted Stakeholder (Visa Services).</p> <p>Responsible: VS Change Implementation Team.</p>



Process / Product	Description
<p><i>Build Readiness Checklist</i></p>	<p>The Readiness Checklist provides impacted stakeholders with a list of activities they need to complete in order to be prepared for the release. Only stakeholders critical to the successful deployment of the release will be provided with a readiness checklist. Readiness activities will be monitored against agreed target dates and reported against on an exception basis.</p> <p>Derivation: DIA, Risk Analysis, Site engagement.</p> <p>Outcome: List of tasks for offices to complete through manager led change to ensure operational readiness.</p> <p>Accountable: Impacted Stakeholder (Visa Services).</p> <p>Responsible: VS Change Implementation Team.</p>
<p><i>Oversee SOP updates</i></p>	<p>Standard Operating Procedures (SOPs) are to be written for any new procedure or current procedure that will change as a consequence of the business change initiative. These are derived from L4 Processes and Immigration instructions and office practice. SOPs are to be published in the INZ kit. SOPs will be updated following learnings from implementing change initiatives. Variations to SOPs will be agreed.</p> <p>Derivation: SOPs, Lessons learnt from pilot reviews and post implementation reviews.</p> <p>Accountable: Impacted Stakeholder (Visa Services).</p> <p>Responsible: VS Change Implementation Team.</p>
<p><i>Confirm and Maintain Change network.</i></p>	<p>The change network consists of a Change Lead representing each immigration processing or specialist office. (Typically the Market Manager or AAM). The change lead is supported by one or more change champions dependent on the layout and functions of the office. A change champion is charged with championing change initiatives by supporting training and dissemination of communications throughout each office. The change lead is also supported by one or more Super Users. The Super User will maintain specialist knowledge about the technology and operations in the area of change. They are expected to provide technical and SOP support for processing offices. Due to the specialist nature of this role the Super User may be different for different change initiatives.</p> <p>Derivation: Change Network list.</p> <p>Accountable: VS Change Implementation Team</p> <p>Responsible: VS Change Implementation Team</p>
<p><i>Readiness Monitoring.</i></p>	<p>Readiness of offices may be monitored through a variety of channels including the readiness checklist, and readiness reporting templates. The Readiness Reporting Template provides key stakeholders with a formal means of reporting back their current status and comments on business readiness on a periodic (e.g. weekly) basis. This information will inform project readiness reporting and may be used to identify and escalate issues hindering business readiness.</p> <p>This product is only required if it is determined that weekly reporting against specified readiness activities, as defined in the Business Readiness Checklist, is not appropriate.</p> <p>Derivation: Business Readiness Checklist, Office engagement.</p> <p>Accountable: VS Change Implementation Team.</p> <p>Responsible: VS Change Implementation team</p>



Process / Product	Description
<i>Manage business acceptance</i>	<p>The Business Readiness Acceptance Document defines the criteria against which Visa Services can confirm they are ready to receive the deployment of the business change.</p> <p>Derivation: Business Readiness Checklist, Office engagement.</p> <p>Accountable: VS Change Implementation Team.</p> <p>Responsible: VS Change Implementation team</p>
<i>Post deployment monitoring/ ELS</i>	<p>The VS Change Implementation Team will support the Transition team in Early Life Support and monitor the change through communication channels including the Business Change email address, and forms such as change leads telephone conferencing.</p> <p>Derivation: VS Business Change email, Site engagement.</p> <p>Accountable: VS Change Implementation Team.</p> <p>Responsible: VS Change Implementation team</p>
<i>Lessons Learnt/ PIR</i>	<p>Lessons Learnt/ Post Implementation Reviews will be conducted to discover opportunities for the Visa Services Business Change Implementation team to improve business change and implementation process and practices by identifying and leveraging good practices, as well as ways to avoid or minimise risks for next release. Product/ process improvement/ enhancement opportunities are to also be gathered from the business within the lessons learnt exercise.</p> <p>Derivation: Workshops, VS Business Change email, Site engagement.</p> <p>Accountable: VS Change Implementation Team.</p> <p>Responsible: VS Change Implementation team</p>
<i>Oversee SOP updates</i>	<p>SOPs will be updated following learnings from implementing change initiatives. Variations to SOPs will be agreed.</p> <p>Standard Operating Procedures (SOPs) are to be written for any new procedure or current procedure that will change as a consequence of the business change initiative. These are derived from L4 Processes and Immigration instructions and office practice. SOPs are to be published in the INZ kit.</p> <p>Derivation: SOPs, Lessons learnt from pilot reviews and post implementation reviews.</p> <p>Accountable: Impacted Stakeholder (Visa Services).</p> <p>Responsible: VS Change Implementation Team.</p>

Workstream : Implementation

Process / Product	Description
<i>Prepare Current State Site Assessments</i>	<p>The site change assessment is a two part document.</p> <ul style="list-style-type: none"> • The first part is a current state site assessment of each impacted site, indicating key information on products, people, process and market risk. This will be developed in concert with the development of Level 4 operational processes. • The second part is an assessment on the key impacts for each individual site identified as significantly impacted, what benefits/ outcomes are expected, and what specifically will change in the site to achieve the expected outcomes. This section will not be completed until after the implementation approach has been determined. <p>Accountable: VS Change Implementation Team.</p> <p>Responsible: VS Change Implementation team</p>



Process / Product	Description
<i>Determine Implementation Approach</i>	<p>This document describes the approach to be taken for implementing a change initiative. It will determine whether part or all of the initiative needs to be managed through a Standard Manager Led approach or a High Touch support model, or a Pilot. It will also determine whether any targeted risk workshops are required.</p> <p>The implementation approach will be derived from the HLIA and the Current State Site Assessments. Accountable: VS GM</p> <p>Responsible: VS Change Implementation team</p>
<i>Complete Site Change Assessments</i>	<p>The site change assessment is a two part document.</p> <ul style="list-style-type: none"> • The first part is a current state site assessment of each impacted site, indicating key information on products, people, process and market risk. This will be developed in concert with the development of Level 4 operational processes. • The second part is an assessment on the key impacts for each individual site identified as significantly impacted, what benefits/ outcomes are expected, and what specifically will change in the site to achieve the expected outcomes. This section will not be completed until after the implementation approach has been determined. <p>Derivation: HLIA, Site Change Assessments – Current state view, Implementation Approach.</p> <p>Accountable: VS Change Implementation Team</p> <p>Responsible: VS Change Implementation Team</p>
<i>Build High Touch Plan</i>	<p>The high touch plan will determine how sites identified as requiring high touch support will be supported through the implementation.</p> <p>Derivation: Implementation Approach, Site Change Assessment</p> <p>Accountable: VS Change Implementation Team.</p> <p>Responsible: VS Change Implementation team</p>
<i>High Touch Readiness Support</i>	<p>High Touch Readiness support will draw on SOPs, Readiness Check sheets, and the High Touch plan to support high touch offices prepare for the implementation of change. It will involve deployment of staff directly to impacted sites to assist local offices prepare.</p> <p>Derivation: High Touch Plan</p> <p>Accountable: VS Change Implementation Team</p> <p>Responsible: VS Change Implementation Team</p>
<i>High Touch Implementation Support</i>	<p>High Touch Implementation Support will involve the deployment of staff directly to impacted sites to assists local offices implement, test and imbed change.</p> <p>Derivation: High Touch Plan</p> <p>Accountable: VS Change Implementation Team</p> <p>Responsible: VS Change Implementation Team</p>
<i>Implementation Review</i>	<p>The Implementation Review will assess how the implementation is working and may inform recommended changes to roles and procedures. The frequency of the review will be driven from the high touch plan and may involve a daily assessment of the implementation with suggested changes trialled on site.</p> <p>Derivation: High touch Implementation support</p> <p>Accountable: VS Change Implementation Team</p> <p>Responsible: VS Change Implementation Team</p>



Process / Product	Description
<i>Build Pilot Plan</i>	<p>Pilots will be used to test new operating procedures in the field. The pilot may include iterations to enable lessons learnt to be drive change to procedures or roles and this change to be tested. The pilot plan will outline information such as what sites are to be included in pilots, what support these sites will receive, and what the objective and end point of the pilot is. If a pilot is successful an implementation approach is to be developed for embedding the pilot into BAU.</p> <p>Derivation: Implementation approach, HLIA Accountable: VS Change Implementation Team. Responsible: VS Change Implementation team</p>
<i>Pilot</i>	<p>Pilots will be used to test new operating procedures in the field. The pilot may include iterations to enable lessons learnt to be picked up and tested.</p> <p>Derivation: Pilot Plan Accountable: VS Change Implementation Team. Responsible: VS Change Implementation team</p>
<i>Pilot Review</i>	<p>The pilot review will be used to unpick what worked and what could be improved. This may be fed back into further iterations of pilots to enable lessons learnt to be tested, or directly into a deployment approach.</p> <p>Derivation: Pilot Accountable: VS Change Implementation Team. Responsible: VS Change Implementation team</p>

Visa Services Processing Offices

Process / Product	Description
<i>Execution of Site Readiness Activity</i>	<p>Each site has the responsibility to ensure site readiness activities are completed and reported against. This includes: Training, Recruitment, UAT Support, Deployment Support, and Third Party Readiness Support.</p> <p>Derivation: Site Readiness Checklist Accountable: VS Change Implementation Team. Responsible: Change Leads</p>
<i>Deployment Support</i>	<p>VS Processing offices require individuals to support the deployment of technology to each site. Typically this involves confirming access has been granted to new systems.</p> <p>Derivation: Deployment run sheet –Vision 2015 Transition team. Accountable: VS Change Implementation Team. Responsible: Deployment Manager</p>



Visa Services - Organisational Alignment & Performance

Process / Product	Description
<i>Develop Success Measures</i>	<p>This activity will document what success will look like for Visa Services and Baseline any current state metrics that may be used to determine success.</p> <p>Derivation: Scope of change</p> <p>Accountable: VS GM</p> <p>Responsible: Org Perf and alignment</p>
<i>Review any org role alignment impacts</i>	<p>This activity involves alignment of roles within branches to the new and updated processes and procedures. Derivation:</p> <p>Derivation: Scope of change, Lessons learnt from pilot reviews and post implementation reviews.</p> <p>Accountable: VS GM</p> <p>Responsible: Org Perf and alignment.</p>
<i>Benefit Monitoring</i>	<p>This activity will monitor and document performance outcomes and metrics. These will be compared against agreed success measures.</p> <p>This will be supported by metrics monitored by VS Planning and Performance. VS Planning and Performance will ensure BAU performance metrics and reporting are aligned to new outcomes following the implementation of these initiatives.</p> <p>Derivation: Operational performance data.</p> <p>Accountable: VS GM</p> <p>Responsible: Org Perf and alignment</p>



Appendix D: Communications Channel Analysis

Introduction

This document analyses the communication channels currently in use to inform and engage Visa Services staff on Vision 2015 and individual business changes, and identifies other potential channels. It is intended to inform the development of both an overarching Vision 2015 communications and engagement plan for Visa Services and individual change story/business change communications and engagement plans.

Context, assumptions and dependencies

- Some existing communication channels are INZ-wide rather than Visa Services specific, and therefore outside of our control in terms of frequency, approach and content but still utilised as appropriate.
- All Visa Services-specific communications must align with Vision 2015 high level communication approaches and messaging.
- We need to continue to utilise a variety of channels in order to reach all VS stakeholders according to their learning styles and preferences, and taking into account other differentiating factors such as location.
- One size doesn't fit all and the use of each channel will need to be tailored according to need, audience, office/site and individual change being communicated.
- We will need to be flexible and adaptable in our use of different channels to enable us to meet any changed business need outside of our control.
- We currently rely on the Visa Services Change Network and other senior managers to cascade important information to staff.
- To ensure that the Change Network and other channels are working as intended, regular pulse checks will be needed.



Preferred/Primary Channels

Channel	Audience	Description	Strengths	Weaknesses	Recommendations
Face-to-face meetings – either one off or regular <i>Owner: various</i>	All VS staff	Can be regular team meetings or one-offs Frequency variable	High credibility Ability for two-way interaction Clarification can be sought immediately Issues/risks can be raised and resolved immediately Often the preferred way for staff to receive important information	Reliant on staff attending for complete capture of audience Can result in inconsistency of message Can be considered time-consuming Some managers are better speakers/facilitators than others which impacts on uptake of message	Face-to-face engagement with staff through regular or one-off meetings is critical to the success of communicating/engaging staff on Vision 2015 change More direct guidance/tools need to be provided to managers to ensure they utilise this channel and that we achieve consistency of message at all times Also need managers to actively let us know of upcoming meetings/events
AGM weekly manager teleconferences <i>Owner: AGMs</i>	Area Managers	Regular teleconferences between AGMs and their Area Managers; usually weekly	Timely, direct and regular communication High credibility Ability for two-way interaction and for issues/risks to be raised and immediately resolved	Reliant on all AMs being able to attend, and AGMs having mechanism to update those who can't May be used by AGMs to cascade information to other staff – reliant on AMs doing so	An essential channel for communicating/engaging Area Managers and seeking their feedback
VS Business Change Weekly Update <i>Owner: VSCIT</i>	Area Managers, Assistant Area Managers, Market Managers (Change Leads and Change Champions)	An e-newsletter emailed each Thursday outlining key business change information and requests	All critical business change information is captured in one place and can be cascaded to staff, as appropriate It is saved on the Change Leads team site for future reference Ease of access to key stakeholders when requests for information or	Reliant on managers making time to read all content each week, and/or cascade to staff While the newsletter is emailed so it can be read on mobile devices, some items come with attachments that still require PC viewing/printing	This is an important channel that allows the Change Implementation Team to provide and seek targeted information, and to request actions of the Change Network While there are other similar BAU channels such as Visa Pak that are well-read, it is important that business change and BAU remain separate Some work may be needed to further embed



Channel	Audience	Description	Strengths	Weaknesses	Recommendations
			<p>action need to be made</p> <p>Clearly delineates between items for action and noting</p> <p>Ensures all members of the Change Network have the requisite information to support them in leading their people through the change</p>	<p>There is no clear delineation between what content goes in this and what goes in Visa Pak so managers need to read both for complete information</p>	<p>this channel with managers so that they do read it and cascade information as appropriate</p>
<p>Visa Pak <i>Owner: Ops Support</i></p>	All VS managers	<p>An e-bulletin containing critical BAU business information updates for managers emailed out every Friday and retained as a resource within INZKit</p>	<p>Visa Pak is well-read and utilised as a communications channel</p>	<p>There is potential crossover with the Weekly Update email</p> <p>Mixing change and BAU messaging may create confusion</p>	<p>To ensure clarity, some work may be needed to clarify the different roles of Visa Pak and the Weekly Update and ensure the appropriate information is channelled to the right vehicle</p> <p>Managers need to know they must read both the Weekly Update and Visa Pak each week</p>
<p>Change Network <i>Owner: VSCIT</i></p>	<p>Area Managers, Assistant Area Managers, Market Managers</p>	<p>Change Leads, Change Champions and Super Users appointed in every office to create a conduit between the business for business change engagement and communication</p> <p>Also have a role in carrying out site pulse checks as required</p>	<p>Identifying key people in each office to assist with the planning and roll-out of the Vision 2015 changes helps with targeting, timeliness and two-way information flow</p> <p>The Change Network is a key conduit between the BAU and change aspects of the business</p> <p>It is an effective two-way communication channel</p> <p>It is cost-effective and able to be tailored as needed ie technical</p>	<p>Key knowledge and understanding can be lost when staff leave or transfer – continuity is important</p> <p>We rely on the Change Network to cascade information and tasks down to staff</p> <p>That makes it essential to have regular pulse checks to ensure that is happening</p>	<p>It is recommended that the Change Network be strengthened and utilised to increase stakeholder engagement and to empower managers to successfully roll-out change to their staff</p> <p>By strengthening the network, manager-led change is likely to be more effective and successful</p> <p>The Change Network is essential for maintaining two-way communication between the business and the change team and ensuring we respond to any issues or maximise opportunities in a timely fashion.</p>



Channel	Audience	Description	Strengths	Weaknesses	Recommendations
			change messaging targeted to Super Users		
Change Lead Teleconferences <i>Owner: VSCIT</i>	Change Leads	A monthly teleconference held with Change Leads in each of the four regions to share information, seek feedback and discuss issues and concerns	<p>Allows direct communication between Change Leads and the Change Implementation Team</p> <p>Allows group discussion among geographically dispersed offices</p> <p>Cost effective and multi-purpose</p> <p>Facilitates the sharing of information, ideas and solutions between Change Leads</p> <p>Provides a safe forum for frank discussion amongst peers</p> <p>Allows issues and concerns to be quickly escalated and resolved</p> <p>Provides content for Weekly Update, able to be shared with the rest of the Change Network</p>	<p>Effectiveness is dependent on everyone attending each month</p> <p>Unreliability of phone lines in some parts of the world mean nearly every month someone can't dial in</p> <p>Different time zones mean a late night for Change Implementation Team staff</p> <p>Because of time zone differences, the calls have to be held four different times meaning four different conversations are had about the same thing</p>	The effectiveness of the teleconferences need to be tested with Change Leads in the next pulse check – do they find them useful? Do they have suggestions for changes/additions to the agenda? If they don't want them to continue, what would they like to replace them?
Change Leads Team Site <i>Owner: VSCIT</i>	Change Leads	A central repository of all change information for ease of access	All change information is stored in the same place, searchable and easily accessible via The Link (intranet)	It is not currently well-utilised, despite Change Leads having asked for it. This may change as the pace of the changes being introduced picks up and having the right information at the right time becomes more important.	The usefulness and effectiveness of the Change Leads Team Site also needs to be reviewed during the next pulse check to find out how many Change Leads are using it, and if not, why not? How can we improve it so it is a useful tool as well as an information repository?
VS Business Change Team inbox <i>Owner: VSCIT</i>	Primarily Change Network but available to all VS staff	A key channel for managers and staff to ask questions, raise issues, and respond to requests	An effective two-way communication channel that allows timely responses to questions, concerns and information requests	Staff can sometimes utilise the inbox instead of looking to INZKit or online training	The inbox is one of our key two-way communication channels and provided emails are responded to in a timely fashion can provide an efficient, cost effective way of raising and resolving issues. It's recommended resource be



Channel	Audience	Description	Strengths	Weaknesses	Recommendations
		Also used to send out the Weekly Update email	It is a shared inbox so all members of the change team have access to it, ensuring someone is always on hand to respond to an urgent request or issue.		provided to ensure effective management of it continues.
Vision 2015 communications resources page on The Link <i>Owner: Vision 2015 Communications Team</i>	All INZ staff	A central repository on The Link of information and tools such as powerpoint slides about Vision 2015 and its key components (produced and updated by the Vision 2015 comms team)	Staff can access up-to-date messaging, detailed information and communication tools to use with stakeholders quickly and easily and tailor materials for their use	Staff seem to forget that the resource page is there and instead create their own or approach individuals to help them create a new resource The information is general and high level, ie not Visa Services-specific so won't always meet the needs of either the change team or managers and additional information/resources may need to be provided	We need to promote the existence of these high level resources and also provide some additional, more VS-tailored resources within a Change Toolkit to supplement them
Vision 2015 staff videos <i>Owner: Vision 2015 Communications Team</i>	All INZ staff	Monthly videos to update staff on Vision 2015 progress (produced by the Vision 2015 comms team)	Staff can get a new and/or different perspective on elements of the Vision 2015 programme and individual changes and get to meet some of the people involved in them An opportunity for the DCE to provide context and deliver overarching key messaging	The videos are often long and are usually just talking heads which is a turn-off to some people The videos are time-consuming and costly to make. Not everyone has time/inclination to watch the videos and some prefer written information The information shared in the videos isn't always provided in another format so unless you watch the videos, you may not receive important	The DCE is keen for the videos to continue as they are so they will remain part of the suite of communication tools available to staff



Channel	Audience	Description	Strengths	Weaknesses	Recommendations
				information/updates	
Direct email <i>Owner: various</i>	All VS staff	Direct email to individuals or groups of VS staff	Often ensures important information gets read in a timely fashion	Not everyone effectively manages their email inbox or reads every email so important or time critical information may get missed	Direct email is an important communications channel in certain situations, and should continue to be used amongst the suite of other tools/channels
INZider <i>Owner: INZ communications team</i>	All INZ staff	Monthly e-newsletter of feature type stories as well as news (prepared by INZ comms teams)	Feature stories can help to put a human face on some of the business technology/process changes and make them more relatable/meaningful Appears to be well-read so could be a good reinforcement channel for key VS messaging	Only monthly so won't always meet our timeframes Has to be relevant to all INZ staff, so content can't be too VS-centric Not suitable as a primary channel but definitely could be effective as a support channel	Recommend we identify opportunities for producing content for INZider that puts a human face on the business technology/process changes and helps VS understand what a specific change will mean for them. This will be built into the communications and engagement plans for each change story
Pulse checks <i>Owner: VSCIT</i>	VSLT, AMs, MMs and other senior managers or Change Network members as appropriate	Regular phone calls or email surveys to check how change is being received and to ensure managers have the tools and collateral they need to roll out change in their area of responsibility	Essential for measuring the effectiveness of comms and engagement approach as a whole, individual activities and key messaging Allows us to be agile and adapt to changing business wants, needs and environments	Managers may not feel comfortable being honest when they have negative feedback You can't please everybody so something that will work for one manager won't work for another and those different responses need to be balanced	It's critical that we schedule regular pulse checks with key stakeholders and log/analyse the results and adjust our comms and engagement planning and activity accordingly We need to remain agile and able to quickly adjust our approach and activities as the business needs
AM Conferences <i>Owner: Ops Support</i>	Area Managers	Ad hoc gatherings of onshore and offshore Area Managers to share information and seek feedback; varied frequency	Excellent face-to-face communication and engagement channel that allows two-way dialogue and helps to cement Change Network relationships	Expensive and time-consuming to arrange. There may be similar channels that are cheaper and easier logistically such as teleconferences and video conferences	These are a nice to have when budget and timeframes allow but in this current environment, other similar channels may be better utilised
DCE Updates	All INZ staff	Emails/blogs by Nigel	Good channel for high level	Can be dependent on availability	Recommend that opportunities for support



Channel	Audience	Description	Strengths	Weaknesses	Recommendations
Owners: Vision 2015 or INZ comms		Bickle (prepared by Vision 2015 or INZ comms); Frequency varies	messaging and for reinforcing more targeted key messaging	so may not meet timeframes Content cannot be too VS-centric so may be better utilised as support channel rather than primary	messaging to reinforce primary messaging/channel be identified as part of our comms and engagement planning
The Link (MBIE intranet) Owner: MBIE Corporate Comms	All MBIE staff	Intranet	Good channel for high level information/INZ messaging and for sourcing relevant tools/templates; a good central information and tool repository INZKit sits here, which is a primary source of essential business information for VS staff	Can be hard to find what you are looking for quickly Not where staff tend to go for detailed information – other than INZKit (which is more BAU than change information)	Recommend this is a tool for storing information that staff may need to refer to in their day-to-day work. Business change information should also be stored on here for easy access, but only after being communicated through a more targeted channel.



Potential Additional Channels

Channel	Audience	Description	Strengths	Weaknesses	Recommendations
Instructional videos (to add to training plans) <i>Owner: Deployment team</i>	VS staff	Instructional videos filmed using actual staff demonstrating the changed process or new technology	<p>This will reinforce the online training modules and help to make changes real/meaningful to individual staff</p> <p>Caters for those people who are visual learners</p> <p>Would provide an additional resource for trouble shooting</p> <p>Could also be able to use to train new staff</p>	<p>Expensive and time consuming to film</p> <p>Some people prefer their information in writing</p> <p>Any amendments made to processes/updates to technology won't be captured so the resource would be quickly out of date</p>	Worth investigating as part of individual training plans, and worth checking with managers for their views during next pulse check
Roadshow <i>Owner: VSCIT</i>	VS managers and staff	Structured and timetabled presentation of new change tool kits and leadership action plans to help to increase knowledge and understanding of upcoming changes and what they will mean for offices and individual staff	<p>Would provide greater visibility of VSLT and other senior managers</p> <p>Would allow greater face-to-face communication and engagement</p> <p>Would ensure consistency of message and collateral</p> <p>Would allow two-way communication and faster identification of sites where more high touch deployment or early life support is needed</p>	<p>Expensive and time consuming to arrange and implement</p> <p>Coordinating the diaries of all involved could be challenging</p> <p>May not be feasible within some of the tight project timeframes</p>	<p>Recommend that we investigate in more detail the feasibility and costs of developing and implementing a roving roadshow.</p> <p>Note: individual elements of a roadshow such as collateral, tool kits and leadership action plans can still be developed and utilised should a roadshow not prove feasible.</p>
Workshops and focus groups <i>Owner: AGMs</i>	VS staff	Targeted meetings of key stakeholders to troubleshoot, inform, seek feedback etc on individual business changes	<p>Provides direct access to key stakeholders when intensive information-sharing, brainstorming or trouble shooting is needed</p> <p>Allows collaboration – potentially</p>	<p>Could be difficult to get the right people in the right room at the same time</p> <p>Tight project timeframes may not allow time for this</p>	Recommend this channel is kept as a possibility where appropriate but note that other primary channels as described could be substituted



Channel	Audience	Description	Strengths	Weaknesses	Recommendations
			outside of normal teams or areas – to promote joint-problem solving, generate new ideas and promote engagement	Other communication channels such as existing meetings or direct email may be more timely and cost effective May require strong management to encourage engagement and interaction	
VSLT visits and meet-&-greet <i>Owner: VSLT</i>	VS staff	Maximising face-to-face communication opportunities to coincide with existing business events, visits, meetings	<p>Would ensure that VSLT members have greater visibility and staff feel they have more opportunity to share their views on the overall change programme and individual business changes</p> <p>Can be utilised as both a primary and support channel, as appropriate</p> <p>People appreciate hearing difficult or complicated news direct from their senior managers</p> <p>VSLT members can help to reinforce key messaging and to embed changes.</p> <p>Would allow another form of pulse check that would be useful for VSLT members themselves, as well as the change team.</p> <p>Would help with consistency of message</p>	<p>Would be time-consuming and in some cases costly</p> <p>May mean that the line between BAU and change communications/engagement is blurred</p> <p>Availability of VSLT members may limit the feasibility</p> <p>VSLT availability may not align with project timeframes</p> <p>Getting around all offices may not be feasible, which could leave some offices feeling left out/unimportant</p> <p>Would require VS events calendar being kept up-to-date to ensure all opportunities are maximised</p>	<p>Recommend that a schedule of planned VSLT visits be drawn up and opportunities identified for meet-&-greet or Q & A sessions to be arranged to coincide</p> <p>Recommend that other opportunities be identified to help support high impact sites</p> <p>Recommend that Area and Market Managers be asked to look for opportunities from their end to get VSLT in front of their people.</p>



Channel	Audience	Description	Strengths	Weaknesses	Recommendations
			Would be really useful to support high touch deployment/early life support in high impact sites		
Change toolkit <i>Owner: VSCIT</i>	VS Managers	Key messaging, collateral and other communication and engagement tools to empower managers to lead their people through change	<p>Would ensure consistency of message</p> <p>Would empower managers through advice, guidance and tools to successfully introduce change</p> <p>Cost effective and not time locked – can be easily updated/adapted to changing to needs</p>	Uptake and use of the toolkit will be up to individual managers	<p>This will be an essential channel for us in our communications and engagement activity</p> <p>It's recommended development of the toolkit be prioritised, as soon as the change stories have been approved and overarching comms approach developed and aligned with the Vision 2015 comms team planning</p>
Lunch & learn sessions <i>Owners: VSCIT and Vision 2015 comms team</i>	All VS staff	A one-hour presentation on an element of change offered to staff within an office or Head Office during a lunch hour	<p>A good channel for reinforcing messaging and/or providing more detail on a change</p> <p>Would allow staff to hear directly from the DCE, VSLT and other managers</p> <p>Would allow staff to ask questions/seek clarification/raise issues directly with VS leadership</p>	<p>May be difficult to schedule in VSLT and DCE diaries</p> <p>May result in inconsistency of message</p> <p>No guarantee of who and how many may attend</p> <p>Only a secondary channel – should not be used for major change announcements</p> <p>May lose appeal if too many are scheduled</p>	Recommend opportunities for VSLT, DCE and other VS leaders to hold such sessions be identified and included within change communication and engagement plans
Q&A sessions <i>Owners: VSCIT and VSLT</i>	All VS staff	VS leadership makes themselves available either as part of scheduled meetings/visits or in a one-off to answer questions about the	<p>A good engagement channel to help staff to feel they have access to the information they want/need, and to the VS leadership to discuss issues/concerns</p> <p>Increases VS leadership visibility</p>	<p>May result in inconsistency of message</p> <p>Only as good as the number of staff who attend and engage</p> <p>May be difficult to schedule</p>	Recommend opportunities for VSLT, DCE and other VS leaders to hold such sessions be identified and included in the change comms and engagement plans



Channel	Audience	Description	Strengths	Weaknesses	Recommendations
		overall change programme and/or a specific change	across the programme and on individual changes Creates an opportunity for collective problem-solving. Those solutions could then be shared with other offices		
CE blogs <i>Owner: MBIE Corporate Comms team</i>	All MBIE staff	Blogs/intranet podcasts by David Smol (prepared by MBIE corporate comms) Frequency varies	Good channel for high level INZ messaging and for informing wider MBIE stakeholders	Not really suitable for targeted VS staff messaging	Recommend that this isn't really a channel we should target