Vision 2015 Programme

M23 INZ Quality Review Project

Project Plan

Version history

Date	Version	Author	Description of change
3/3/2015	0.1	Kirstin Schriiffer	Initial draft for review
17/03/2015	0.2	Kirstin Schriiffer	Project Lead/Business Owner Review
20/03/2015	0.3	Steve Cantlon	Performance and Assurance review
30/03/2015	0.4	Kirstin Schriiffer	VSLT feedback
13/04/15	0.5	Kirstin Schriiffer	Vision 2015 Director feedback
17/04/15	0.6	Kirstin Schriiffer	Final Review feedback
24/04/15	0.7	Kirstin Schriiffer	Final Review feedback from PDG
	1.0		Document version should be updated to version 1.0 once endorsed by PDG and the document has been signed off.

Template information

This document was produced as a "fit for purpose" Project Plan for Vision 2015 projects and should be used only for projects that either have no funding requirements identified, or where only non-capital funding is being requested.

Approved by

The following people have approved this document. The Business Integration Director will only provide approval following endorsement of this document by the PDG.

Name	Role	Date	Signature*
Nicola Hogg	Project Sponsor		
Geoff Scott	Business Owner		
Mark Bermingham	Business Integration Director		

Reviewed by

The following people have a formal quality assurance role with respect to this document and confirm that the document is acceptable for the content noted.

If the project requires funding, then the management accountant will need to review this document and confirm that the document is acceptable for the content noted.

If there is a technology aspect to this project, then Paul Fagan will need to review this document and confirm that the document is acceptable for the content noted.

Name	Role	Content	Date Sent
Catriona McKay	Director – Vision 2015	Integration	
Martin Collison	Business Integration Manager	Programme plan alignment	
Sarah Thompson	Manager, Visa Services Deployment and Implementation Team	Deployment and implementation	
Nicola Kilkelly	Manager, Business Analysis Team	Operating Model and Benefits	

Project Background

The new Visa Processing Operating Model (VPOM) will create opportunities within Immigration New Zealand (INZ) by introducing technology enablers that will offer opportunities such as; customers can apply for visas online, improved identity management, and smart global triage. These changes will create a new working environment with changes to culture, office roles and activities.

The introduction of the new VPOM will create automated triage rules, verification levels and require trust in the accuracy of the automated settings. Regular quality assurance checks will be necessary to ensure quality assurance, and create trust in the accuracy of the automated settings..

INZ has current quality assurance procedures that support the current visa assessment process. With the introduction of VPOM the current procedures require review and adjustment to align with the changes introduced as part of Vision 2015.

Project Definition

Quality in the context of the Quality review has two perspectives, that is;

- The Quality of decision making - The right decision is being made, (in accordance with the policies and processes as well as weighing and balancing all relevant factors) to ensure that the best people get to come to NZ.
- The Quality of the decision making "System" - The policies, processes and strategy are working effectively together to ensure a connected, high performing global team with streamlined decision making at the desired level of customer experience, to achieve the right outcomes for NZ.

The purpose of the project is:

- To develop a quality framework to support the 2015 Visa Processing Operating Model (2015 VPOM) and the INZ Performance and Assurance strategy and framework which will be delivered by Service Design and Performance in the 2015/2016 financial year.

- Ensure quality assurance processes maintained/adjusted as INZ transitions to VPOM.

- Review the current state of quality assurance within Visa Services. This review will focus on visa processing within visa services and will present recommendations that best meet the outcomes of the 2015 VPOM, including estimates of the resource implications, costs and any technical constraints.

- Implement standard quality processes across the INZ global Visa Processing network.
- Develop process for identifying opportunities for improving the outcomes, effectiveness and opportunities for feedback of the operating system quality.

The project objectives are:

- Create a Quality Assurance framework that:

    o Is fit for purpose and recognises the advances in technology enablers.

    o That ensures compliance with immigration related statutory requirements and instructions.

- Leverages being a global network that recognises increased emphasis on learning systems; rules based automation, risk aligned processing standards where quality learning is linked and aligned to a wider quality framework that will look at the broader quality tools and systems used.

Desired outcomes from the project are:

- To enable INZ to be able to effectively monitor, report and provide assurance on the quality of visa decision making processes by:

    o Contributing towards broad business wide feedback loops that will be established, for example, by the triage feedback mechanism project, to ensure learnings from quality outcomes are used to inform business improvements.

    o Consistent application of quality processes across all INZ Visa Services Processing sites.

    o Updates and refinements to technical training as the business improves quality.

- Provide government with an assurance that there is a robust and dynamic (world leading) quality framework in place that effectively governs and manages Visa Processing quality outcomes.

- Undertake a review to analyse and assess the current quality assurance processes. Noting that Service Design and Performance are developing a Performance and Assurance strategy/framework that will include a review of system heath and development of an overarching quality assurance strategy.

- Undertake an environmental scan of quality assurance best practice within New Zealand and FCC partners to incorporate learnings from other industries, departments and settings.

- Produce a recommendations paper which builds on the current state analysis and environmental scan to identify where quality assurance can be improved and refined, including recommendations on the current pre and post decision checks.

The critical success factors for this project are:

- Delivery of the relevant Vision 2015 projects that are linked to quality, which are outlined in detail later in this paper. Any approach to quality assurance needs to remain conscious that efficiency and effectiveness is balanced against time and effort required to monitor and measure any quality metrics.

Project Scope

Inclusions	Exclusions
What this project will cover?	**What this project will not cover?**
This review is limited to Visa Processing within Visa Services and the associated tools and practices that support decision making Adjustments to quality assurance processes, tools and template to reflect incremental adjustment to processes throughout 2015 Ensuring implementation of new processes, tools, templates etc. (including identifying impacts on resource) for new quality assurance framework	While an end to end quality framework encompasses all aspects of the INZ operating environment including recruitment, performance and remuneration, these aspects are **not** part of this review. They are informed, however, by the base quality standards and settings that are within scope of this review. End-to-end review of Quality Assurance across INZ. INZ Performance and Assurance strategy and framework.

Key Linkages
This project will build on previous work that has been done in the quality space to deliver a quality Framework and metrics which support the delivery of the VPOM. This project will in time form part of the INZ Performance and Assurance strategy and framework which will be delivered by Service Design and Performance in the 2015/2016 financial year.

Constraints
Dependent on successful implementation of other Vision 2015 projects as per schedule in order to deliver the quality metrics through this project. Restrictive timeframes: a three month contract is tight to complete the work being asked of the external contractor.

Project Approach

The project will include a number of phases, as follows:

1. Planning
2. Mapping of Current State
3. Develop Solution
   a. Environmental scan
   b. Recommendations paper
4. Development of Quality Framework
5. Implementation
6. Evaluation & Project Closure

1. Planning *(February – March 2015)*

The key deliverable that is produced from this phase is the Project Management Plan and detailed business delivery schedules. This will involve:

- Creation of an initial project schedule to identify any key deliverables needed from the business.
- Clarification of the scope and project deliverables.
- Identifying work and the tasks that need to be completed in each area.
- Project Management Plan.
- Identification and planning for all key project interdependencies and influencers from other Vision 2015 projects.
- Confirming the availability of resources.

Development of the Project Plan has also involved:

- Clearly defining project deliverables. Including detail on
  – Communications requirements.
- Identifying the broad areas of work and the tasks that need to be completed in each area.
- Detailed schedule that includes detailed activities and determining resource requirements.

2. **Map Current State** (February – April 2015)

A current state analysis will be undertaken and documented, which will include:

- Reviewing previous research on the state of quality within Visa Services and SDP Quality team.
- Identification of current quality processes within Visa Services and will include trusted partners within Visa Processing.
- Reviewing information relating to the current pre and post decision checks (2PC, QAP, Q3), including timings/resource implications.
- Estimating the efficacy of the current quality tools and the contribution they make to improve the quality of visa decision making over time (are they fit for purpose).

3. **Development of Solutions** *(April – June 2015)*

An external contractor has been engaged to deliver two principal pieces of work:

a) Environmental Scan: An environmental scan of relevant New Zealand industries, government departments and FCC countries.
b) Recommendations paper: A paper outlining options to support the successful delivery of BSD2 deliverables as part of the Vision 2015 Programme. This will include recommendations around pre and post decision checks and any 'quick wins' which can be delivered for BSD2.

4. **Develop Quality Framework** *(June – November 2015)*

The current Quality Framework is due for review in late 2015. This phase of work involves reviewing refining and revalidation of the existing Quality Framework to ensure alignment between Vision 2015 projects and the VPOM. This will include stakeholder consultation and testing to ensure that the Quality Framework is robust and fit for purpose under the new model.

5. **Implementation** *(June - December 2015)*

This phase of work will include:

- This project will require a phased implementation approach which is dependent on the timelines of the other projects within the Vision 2015 programme.
- BSD2 implementation will involve:
  - A potential interim solutions paper for ILT that describes a quality assurance process that is adaptable and that changes being made between current state and final Vision 2015 delivery.
  - Implementation of 'quick wins', identified as part of the current state review, environmental scan and subsequent recommendations paper.
  - Identifying, developing and implementing the quality metrics for the projects deploying in BSD2.

- o Identifying and establishing a feedback channel that ensures that the learnings from quality assurance outcomes are fed back into the business to inform process improvements.
  - o SOPs and training.
- BSD3 & BSD4
  - o Implementation of the remaining recommendations identified as part of the current state review, environmental scan and subsequent recommendations paper.
  - o Identifying, developing and implementing the quality metrics for the projects deploying in BSD3 and BSD 4.
  - o Implementation of the Quality Framework to support VPOM.
  - o Business Readiness (SOPs and training).
  - o Handover to the business.

6. Evaluation and Project Closure *(January-February 2016)*

The project team will meet to discuss lessons learnt (what went well, what could be improved) and recommendations for any additional improvements. These findings will be written up in a Post-Project Review Report.

Project Milestones and Deliverables

Milestone / Deliverable	Sign off	Timing	Resource
Terms of Reference	Vision 2015 Programme Director	January 2015	Steve Cantlon
Project Plan and schedule complete	BSD Manager Vision 2015 Programme Director	March 2015	Kirstin Schriiffer
Recommendations Paper	VSLT Vision 2015 Programme Director	June 2015	Joyce Brown
Visa Decisions Quality Framework	VSLT Vision 2015 Programme Director	November 2015	Steve Cantlon
Implementation	BSD Manager Vision 2015 Programme Director	November/December 2015	Steve Cantlon/Geoff Scott

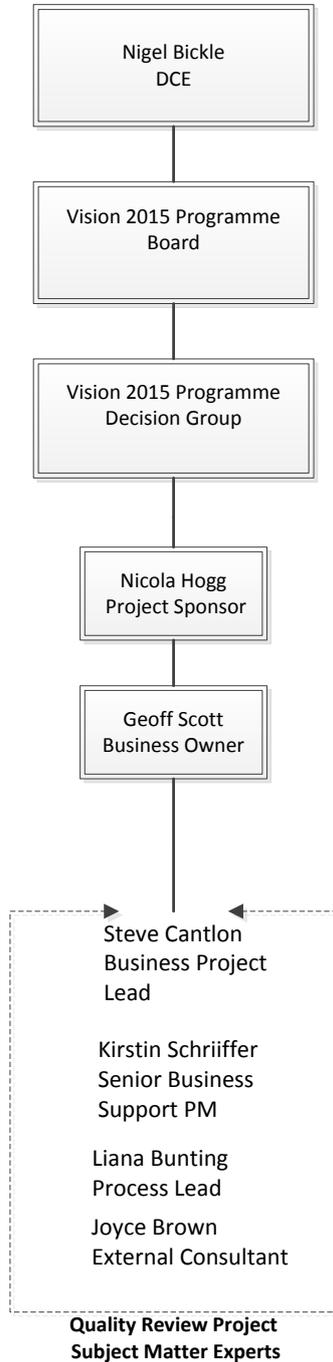An outline project schedule is included in Appendix A.

Risks and Mitigation

Risk	Likelihood	Consequence	Mitigation strategy
Timeline Risks			
If the other projects do not deliver as scheduled, this project won't be able to deliver all of the quality support and time will be wasted developing options.	Possible	Moderate	Work with BSD managers and project leads to understand whether projects are at risk of delivering on schedule.
Resource Risks			
If several projects are all vying for access to key stakeholders and SMEs, it may be difficult to secure their time and input into this project and we risk not getting access to the right information.	Likely	Minor	Work with BSD managers about staging work on the 29 projects.
Quality Risks			
If the AD5 -VAT project doesn't deliver as per timetable we will be forced to continue using 2PC & QAP checks which is not the preferred solution.	Almost certain	Insignificant	The workaround is to work closely with AD5 Project Lead and provide support as appropriate.
If engagement with Audit NZ isn't appropriate and timely we risk losing credibility and may be audited/required to change assurance regime.	Unlikely	Moderate	Proactively engage and consult with Audit NZ throughout the life of the project.

RISK LEVELS MATRIX	CONSEQUENCES				
LIKELIHOOD	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Extreme
5 Almost Certain	Low risk	Moderate	Significant	High	High
4 Likely	Low risk	Moderate	Moderate	Significant	High
3 Possible	Low risk	Low risk	Moderate	Moderate	Significant
2 Unlikely	Low risk	Low risk	Low risk	Moderate	Moderate
1 Rare	Low risk	Low risk	Low risk	Low risk	Low risk

Project Structure

The project structure will be as follows:

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┌─────────────────────────┐
│      Nigel Bickle       │
│          DCE            │
└─────────────────────────┘
             │
┌─────────────────────────┐
│  Vision 2015 Programme  │
│          Board          │
└─────────────────────────┘
             │
┌─────────────────────────┐
│  Vision 2015 Programme  │
│      Decision Group     │
└─────────────────────────┘
             │
┌─────────────────────────┐
│      Nicola Hogg        │
│     Project Sponsor     │
└─────────────────────────┘
             │
┌─────────────────────────┐
│      Geoff Scott        │
│     Business Owner      │
└─────────────────────────┘
             │
┌─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─┐
│      Steve Cantlon      │
│   Business Project      │
│         Lead            │
│                         │
│   Kirstin Schriiffer    │
│   Senior Business       │
│   Support PM            │
│                         │
│   Liana Bunting         │
│   Process Lead          │
│                         │
│   Joyce Brown           │
│   External Consultant   │
└─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─ ─┘
   Quality Review Project
   Subject Matter Experts
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The project will be overseen by:

- Vision 2015 Monitoring Cluster, chaired by Bruce Burrows
- Project Decision Group, chaired by Mark Bermingham
- Visa Services Leadership Team, chaired by Nicola Hogg

Role Name	Person Allocated	Role Responsibilities
Project Lead	Steve Cantlon	- Ensures the **delivery of the project outputs/ products** to the agreed quality, timetable, and price, including sub-contracted outputs to be delivered to other projects. - Provides project leadership, planning, communication, monitoring/reporting, risk management, and resource management using the project management framework and generic business process model. - Manages the allocated funds within the agreed plan. - Updates information in **i-lign regularly including:** - completing all i-lign monthly reporting by the dates specified by the board. - Manages resources at a project level. - Risk, issue and change control management. - Maintaining the project schedule, ensuring work is current and updated.
Business Owner	Geoff Scott	- Ensures the project is focused throughout its life on achieving its objectives and delivering a product that will achieve the forecasted benefits. - Ensures the project gives value for money and has a cost-conscious approach to the project, balancing the demands of the business, user and supplier. - Makes cases to the Project Board for additional funding and approval of major scope changes if necessary. - Makes decisions on escalated issues with particular focus on continued business justification. - Holds the Senior Supplier to account for the quality and integrity of the approach and products created for the project. - Holds the Senior User to account for realising the project benefits. - Ensures benefit reviews take place to monitor the extent to which the business case benefits are achieved. - Holds the Project Assurance role to account for the continual strategic fit of the project. - Organises and chairs reviews of the project.
Project Sponsor	Nicola Hogg	- Represents the needs of those who will use the project's products, such as the customers. - Represents the business area(s) that will gain the most benefit from the

Role Name	Person Allocated	Role Responsibilities
		successful completion of the project.
		• Ensures the project deliverables/ products will deliver the desired outcomes and meets the users' requirements.
		• Ensures that what is produced is fit-for-purpose and that the solution meets user needs within the constraints of the business case.
		• Specifies and delivers project benefits. Therefore this role continues after the project.
Project Board/ Steering Committee	VSLT PDG	• *Identify which existing Project Board/Steering Committee this project will report to.* • *If not aligned to an existing Board/Committee, list all proposed members for new Project Board/Steering Committee.*

Quality Management

The following table outlines who is responsible for providing quality assurance for all key deliverables from the project:

Deliverable	To be reviewed by:	To be approved by	Responsibility
Project plan & schedule	BSD Management Project Owner/Business Lead	Project Owner/Executive BSD Manager	Kirstin Schriiffer
Noting Paper – Current State	Business Lead	Project Owner	Liana Bunting
Recommendations paper	Project Owner/Business Lead	PDG	Joyce Brown
Quality Framework	Project Owner/Business Lead	VSLT/PDG	Steve Cantlon

Financial Summary

The total estimated cost of the project is $80,000.

It is expected to be made up as follows:

Resource	Required for	Cost ($ excl. GST)
External consultant	Developing recommendations paper	$62,600
Workshops	Developing recommendations paper	$7,000
NB: includes contingencies in these cost estimates. Any costs past 80K will be met within current baselines.		
Total excl. GST		$69,600
Total incl. GST		$80,000

NB Also include resource requirements, for which the project will not be required to bear the cost

Project Benefits

This project will deliver the following measurable benefits:

Tbc, following conversations with Paul Madlung

- Standardised approach to quality assurance practices
- Better quality visa decisions
- Consistency (and a possible decrease) in pre-decision checks
- Confidence in decision making in INZ

Other Project Considerations

Linkages

Project Cluster and Reference	Linkage
Assess and Decide AD1 Work Allocation & Workflow AD2 eVisaAD4 Skilled Migrant Category End to End Review AD5 Visa Assessment Tools AD44 Role Alignment	The Visa Assessment Tools and the SMC End to End Review projects will create standardised assessment processes to cover the period to process/workflow automation. Online application and submission may require different quality assurance methods. Quality solution Options are dependent on the outcomes of the VAT web assessment tool and implementation of the quality detailed requirements. Identification of who might undertake these activities.
Manage Risk MR13 Triage Feedback Mechanisms MR15 Triage & Verification Frameworks MR16 Triage Process & Technology Project	Standardised triage and verification - the triage and verification project is creating a consistent standard and approach to identifying and treating risk. The triage feedback mechanisms project will establish a feedback mechanism to adjust/improve the triage rules.
Customer C6 Centralised Onshore Lodgement & Counters Review	Assessment of onshore application lodgement with centralised onshore online lodgement at NADO and a review of onshore counter services.
Monitor M19 Process Management Framework & Tool M20 Global Demand Management M21 Performance Management & Reporting	The Process Management Framework project will create an INZ-wide framework to improve process consistency. The development of the Global Demand Management Principles link to quality. New performance management and reporting systems will closely align with this project.
Submit and validate SV24 Work & Visitor SV28 IDMe SV29 eMedical SV32 Remaining Forms/Digitised Remaining Applications	Work and Visitor and IDMe changes will be considered as part of this project, to determine whether any changes are required based on the implementation of either of these projects. Increased reliance on industry partners and other third parties and expansion of the industry partnership network will require different quality assurance processes. The eMedical/Immigration Health System will involve online submission of medical examinations directly by accredited panel physicians, automated decision making via business rules and creation of a centralised assessment team, delivering consistency of health status processing. Identity management and resolution processes and the use of biometrics. Recommendation options are dependent on all application information being available/accessible to all staff

Stakeholders and Consultation

Stakeholder Management goes beyond the identification of Stakeholders, it also involves the prioritisation of Stakeholders and the development of management plans customised to meet their requirements.

Stakeholder	Priority	How they are impacted	How we will engage or communicate with them
MBIE Risk & Assurance	Interested	Oversight of quality in SDP and to ensure duplication of work is avoided.	Regular meetings and updates with Principal Internal Auditor Bryan Fergusson.
Audit New Zealand	Influential & Interested	Responsible for whole of government assurance.	Communications via MBIE relationship lead.
SPA, ODCE	Minimal	Wider interest in INZ assurance.	Updates to nominated managers within
CRIS	Minimal	Triage Rules Engine	Meetings with Steve Stewart and Stephen Vaughn
ILT	Influential & Interested	Guardians of quality within INZ Reputational risk	Reporting and updates to meetings as required.
VSLT	Influential & Interested	Significant business impact on visa decision making process	Reporting to meetings through the Business Owner.
Performance & Assurance Team	Interested	SMEs	Project Lead will engage as appropriate.
SD&P Team	Influential & Interested	Responsible to BAU aspects of Quality	Project Lead will engage as appropriate.

- **Influential & Interested** - Manage Stakeholders closely due to high influence and high interest.

- **Influential** - Manage to keep Stakeholder on side due to high influence but low interest.

- **Interested** - Manage to keep the Stakeholder informed due to high interest but low influence.

- **Minimal** – Monitor Stakeholder but with minimal communication effort due to low influence and low interest.

Project Management

Project Control

Project control activities will include:

- Monitoring project progress.

- Reviewing progress against the schedule and defining corrective actions where these are required.

- Managing the project budget.

Risk Management

Known risks have been documented and mitigation strategies prepared for each known potential risk.

Risk reporting will comprise part of the regular project reporting to the project owner.

Status Reporting

Progress reports will be prepared weekly for the project owner and PMO.

Document Management

All electronic documentation related to the project is to be stored in:

Mako ref: http://mako/otcs/llisapi.dll?func=ll&objId=21559221&objAction=browse&viewType=1

Signed copies of key documentation produced by the project will be filed.

Appendix A –Project Schedule

	ⓘ	Task Mode	Task Name	Duration	Start	Finish	Predecessors
1			⊟ M23 INZ Quality Review Project	306 days	Tue 16/12/14	Tue 16/02/16	
2			⊟ Programme Milestones	192 days	Fri 22/05/15	Tue 16/02/16	
3			Assess Phase Complete	0 days	Fri 22/05/15	Fri 22/05/15	18,19,20,21
4			Design Phase Complete	0 days	Fri 13/11/15	Fri 13/11/15	25,28
5			Implement Phase Complete	0 days	Wed 23/12/15	Wed 23/12/15	30,31
6			Project Complete	0 days	Tue 16/02/16	Tue 16/02/16	35
7			⊟ BSD2 Milestones	59 days	Tue 31/03/15	Fri 19/06/15	
8	✓		Current state analysis complete	0 days	Tue 31/03/15	Tue 31/03/15	20
9			Business Approval of Option(s)	0 days	Tue 9/06/15	Tue 9/06/15	24
10			Develop an implementation plan (phase 1)	0 days	Fri 12/06/15	Fri 12/06/15	25
11			Implement the phase 1 plan	0 days	Fri 19/06/15	Fri 19/06/15	30
12			⊟ BSD 4 Milestones	43 days	Fri 23/10/15	Wed 23/12/15	
13			Develop Quality Framework	0 days	Fri 23/10/15	Fri 23/10/15	26
14			Business Approval of Quality Framework	0 days	Tue 3/11/15	Tue 3/11/15	27
15			Develop an implemenation plan (BSD 4)	0 days	Fri 13/11/15	Fri 13/11/15	28
16			Implement the Quality Framework plan	0 days	Wed 23/12/15	Wed 23/12/15	31
17			⊟ Requirements/Assess	114 days	Tue 16/12/14	Fri 22/05/15	
18	✓		Approved TOR	0 days	Tue 16/12/14	Tue 16/12/14	
19	✓		Current state analysis and review by stakeholders	76 days	Tue 16/12/14	Tue 31/03/15	
20	✓		Current state analysis complete	0 days	Tue 31/03/15	Tue 31/03/15	
21	▦		Environmental Scan	31 days	Fri 10/04/15	Fri 22/05/15	20
22			⊟ Design	125 days	Mon 25/05/15	Fri 13/11/15	
23	▦		Develop Recommendations for BSD 2	10 days	Mon 25/05/15	Fri 5/06/15	21
24	▦		Business Approval of Option(s)	0 days	Tue 9/06/15	Tue 9/06/15	23FS+2 days
25	▦		Develop an implementation plan	3 days	Wed 10/06/15	Fri 12/06/15	24
26	▦		Develop a Quality Framework	90 days	Mon 22/06/15	Fri 23/10/15	
27		📌	Business Approval of Quality Framework	0 days	Tue 3/11/15	Tue 3/11/15	26FS+6 days
28		📌	Develop an implemenation plan (BSD 4)	9 days	Tue 3/11/15	Fri 13/11/15	27
29			⊟ Deploy	138 days	Mon 15/06/15	Wed 23/12/15	
30	▦		Implement the phase 1 plan	5 days	Mon 15/06/15	Fri 19/06/15	25
31			Implement the Quality Framework plan	28 days	Mon 16/11/15	Wed 23/12/15	28
32			⊟ Project Closed	22 days	Mon 18/01/16	Tue 16/02/16	
33	▦		Project Closeout Report	10 days	Mon 18/01/16	Fri 29/01/16	31
34			Project Closeout Report to PDG	0 days	Tue 16/02/16	Tue 16/02/16	33FS+12 days
35			Project Complete	0 days	Tue 16/02/16	Tue 16/02/16	34

Timeline header: Start Tue 16/12/14 — January, February, March, April, Tue 7/04/15, Today, May, June, July, August