
Draft Benefits Realisation Plan

Immigration New Zealand Vision 2015 Programme

Date: November 2014

Version: 1.3

Document Purpose

For the Vision 2015 programme, this document has two purposes:

1. To define the governance framework that will provide oversight for the whole benefits realisation life cycle; and
2. The plan to deliver the identified and agreed benefits.

Approach

The approach to Benefits Realisation outlined in this plan is based on the following fundamentals:

- **Benefits are net positive changes in outcomes.**
The programme aims to deliver a number of outcomes (desired changes in state; being either intermediary or strategic outcomes) a number of which are identified as being the “benefits” to INZ.
- **Benefits are not automatic.**
Benefits realisation is beyond project management, and requires active monitoring of the delivery of projects, the effectiveness of change and the achievement of outcomes.
- **Change management must be integrated.**
Benefits cannot be delivered without business change. So there must be a strong linkage between change management and benefits realisation.
- **Benefits are long term.**
Benefits will flow over a period of time as people learn to use the new technology and systems and integrate it into business processes. Benefits realisation is a long-term process extending beyond the life of component projects.
- **Benefits will change.**
Benefits rarely occur as planned and the organisation has to establish a process for actively monitoring the benefits and actively managing the realisation of benefits, continuous process over the life of a programme.
- **Benefits Realisation requires governance.**
The benefits realisation process will inform the programme business case and programme plan, and these needs to be synchronised. Benefits processes must be linked with programme governance.

Defining the Benefits Realisation Governance Framework

For benefits realisation to be successful there must be established and maintained foundational governance structures, processes and responsibilities to ensure that the benefits will be managed though the whole life cycle of investment.

This foundational benefits realisation governance must be developed with a practical eye as to the size of the investment (both its spend and potential benefits), and the capability of the Immigration’s business sponsor and staff to effectively manage the benefits realisation process.

A key requisite for successful benefit realisation is an agreement between the programme and the business that the changes being delivered are broadly sufficient to realise the target benefits. Typically the programme will take responsibility for benefits enablement and the business for benefits realisation.

To this end the governance model needs to take account of the two areas of responsibility and the shift in emphasis over time from design, build and test (benefits enablement) to deploy, operate and refine (realisation).

Purpose and Objective of the Benefits Realisation Plan

The Benefits Realisation Plan (BRP) is used to define the benefits of the overall programme of work and responsibilities for their realisation, measurement and reporting.

The objective of the Benefits Realisation Plan is to ensure those involved in the implementation (and a wider audience as required) have:

- A common understanding of the expected strategic outcomes of the programme;
- Identified the key implementation outcomes and secondary/intermediate outcomes, who will be accountable for the outcomes' benefits and how they will be measured;
- Record which initiatives will be required to ensure the delivery of the expected outcomes, who will be accountable for their implementation and their completion timeframe;
- Captured the detail of the overall programme outcomes that can be referenced and broken into more detail in the individual project business cases; and
- Identified key assumptions and risks around the delivery of the expected outcomes, the strategies that will be implemented to mitigate them and who will be accountable to implement those strategies.

The Benefits Realisation Plan will constantly be updated. It includes high level information about the proposed types of benefits applicable for the key outcomes and in time it will also include detailed metrics, including targets, baselines and timelines for the benefits to be measured. As the detail designs within each work packages is better understood the plan will be updated

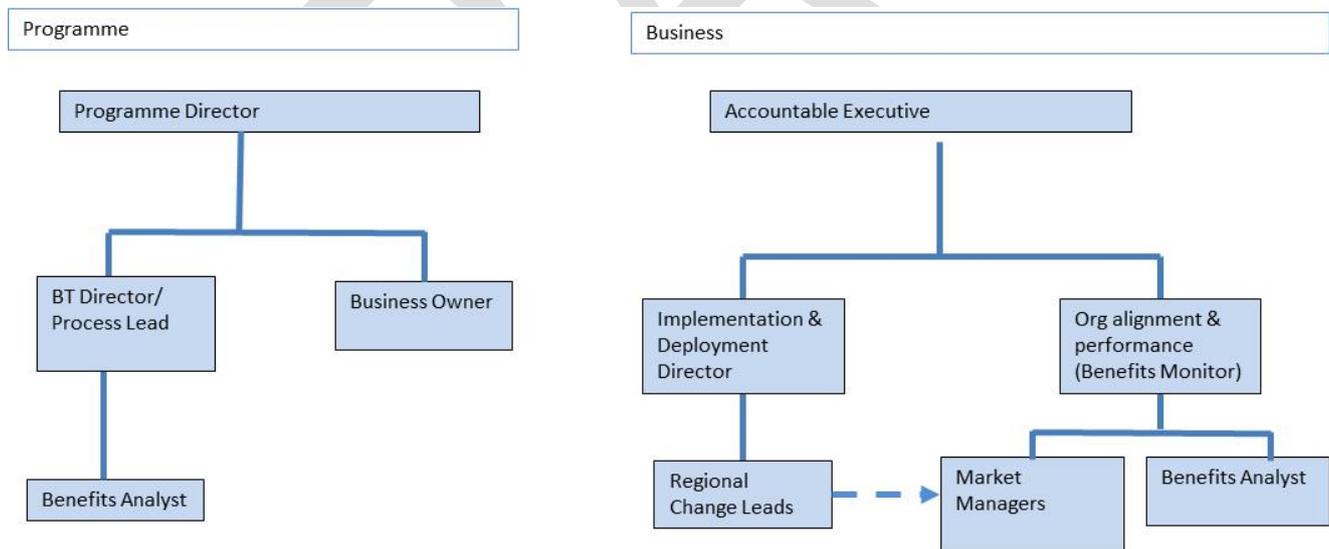
Roles and Responsibilities for Benefits Realisation:

Role	Responsibility
Accountable Executive	Accountable for ensuring that benefits from the changes being introduced are realised. Responsible for ensuring Immigration line management understand the importance of achieving benefits.
Business Owner	Responsible for ensuring changes within the work packages they oversee are designed, constructed and deployed to deliver the maximum benefits possible.
Benefits Monitor	Responsible for collating and providing executive level information on benefits realisation at a branch level. Ensuring that branch managers are held to account for turning efficiencies into savings and benefit reviews are carried out periodically.
Benefits Analyst (Programme)	Responsible for maintaining and refining the benefit models to provide confidence to all stakeholders where and how, once implemented, the changes designed by the programme will deliver benefits.

Benefits Analyst (Business)	Responsible for maintaining the benefits model during and after implementation to track target and actual benefits realisation at a branch and process level.
Regional Change Leads	<p>Checking that processes are implemented in the branches as designed.</p> <p>Ensuring that the changes that are designed to deliver benefits are kept uppermost in the mind of the branches during the weeks and months following the process being introduced.</p>
Market Managers	<p>Responsible for converting time savings achieved through process and technology changes into financial savings at a branch level</p> <p>Ensuring that accurate baseline and actuals measurements are taken to indicate savings being realised.</p>

Structure within which Benefits Realisation will be managed:

The following diagram illustrates the organisation structure that will be in place for benefit enablement and realisation.



The programme will ensure that:

- Benefits areas are identified, quantified and refined through the operating model and process design phases
- The size and value of benefits are refined during the piloting and testing phases
- The benefit opportunities and enablement areas are communicated and clearly understood by the business change leads and market managers prior to hand over

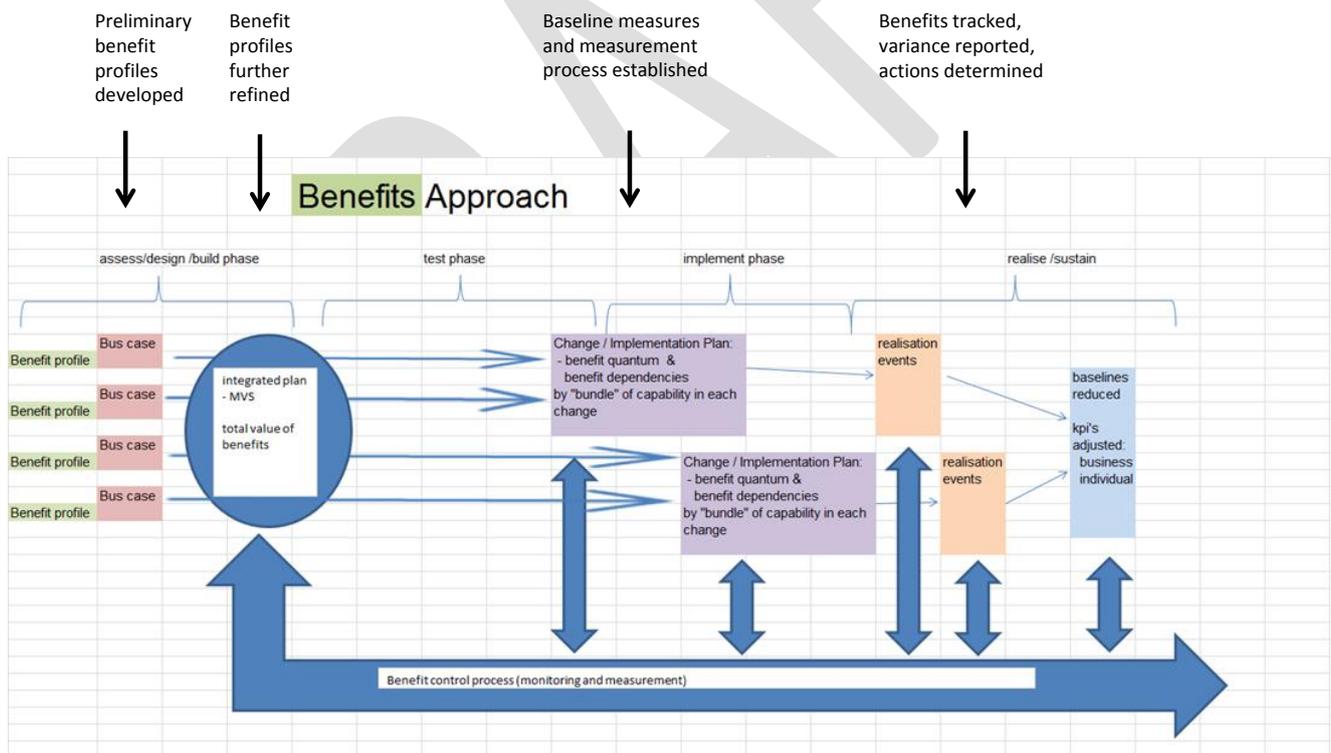
- Benefit profiles are maintained as more knowledge is gained of the benefit opportunity
- Benefit models are maintained and revised throughout the design, build and test phases
- Benefit profiles are handed over and accepted by the business following an agreed pilot period.

The Business will ensure that:

- The benefits identified by the programme are realised to the greatest extent possible
- Benefits realisation will be tracked and corrective action will be taken where required
- Benefit profiles are maintained through to full to the point of full realisation (2017/8)
- The Benefit model is maintained
- Management and executive benefit realisation reporting is carried out.

The benefits realisation approach is summarised below and whilst entitled benefits realisation approach includes benefits enablement. The following two sections describe the activities that underpin this approach.

Benefit realisation approach



Benefits enablement

The programme has responsibility for designing and building changes that will enable the benefits to be realized by the business. The following describes the benefit enablement activities

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- (1) Initial benefits values were agreed to by the Vision 2015 programme Board and set out in the Vision 2015 Business cases. A large proportion of the benefits were considered efficiency savings.
 - (2) The target efficiency savings have been revised downwards as the scope of the technology change has been reduced due to the limited funding envelope.
 - (3) Using sophisticated models that take account of current state process and proposed future state operating model the efficiency targets savings were further broken across different benefit areas by the Business Transformation team
 - (4) The benefits associated with benefit areas have been documented in *benefit profiles*.
 - (5) As detailed design work is completed and the benefits associated with each benefit area is more clearly understood, the process design team and the programme benefit analyst will calculate any changes to the timing or scale of benefit being enabled and update the benefit profile.
 - (6) Once design for a benefit area is complete the business owner will sign off the design and agree the scale of the benefit enablement opportunity.
 - (7) Following the completion of designs and depending on the size and nature of the changes pilot deployments and/or testing of designs will be carried out. Baseline measures will be taken of the current state in each branch where change is being introduced. This work will be overseen by the pilot/test team which, although lead by the programme, will see significant involvement from the business who are best placed to set up and carry out baseline measures in each branch. The type of measure, the target and baseline will be captured in the benefit profiles.
 - (8) During the piloting/testing the Regional Change Managers who report into the business implementation lead will work with the pilot deployment teams to ensure the targeted benefits are achievable. Where benefits seem likely to be less the process design teams in the programme are consulted to determine whether re-design work is necessary. There is a joint responsibility between the business and the programme to ensure the targeted benefits are achievable and adjusted accordingly.
 - (9) It is at this point that designs are finally agreed and the move to full deployment takes place. The benefits enablement process is now complete and responsibility for tracking benefits moves entirely across the business in the form of benefits realization.

Benefits Realisation:

- (1) Once the pilot design is signed off benefit realisation ownership of the shifts to the business.
- (2) Throughout deployment the market managers and regional change leaders ensure that the processes are being implemented in the branches as designed and that the benefits are being tracked and realised.
- (3) Benefits information is tracked and reported by the Benefits Analyst (reporting to the Benefits Monitor in the business) at a branch and process level
- (4) The benefits monitor provides executive oversight of benefits realisation.

Benefit Profiles:

Each benefit profile describes :

- The benefit group e.g. efficiency savings, the benefit name, and approximate value
- A narrative describing the benefit opportunity
- The specific measure used to capture the baseline and actual data to confirm benefits are, or have been, realised
- Headline data used to track and record benefit targets and realisation. The detail may need to be held in other documents (spread sheet models etc.) as the data can become quite extensive
- Assumptions, risks and actions relating to the benefit.

All benefit profiles should be maintained from the moment preliminary profiles are created and agreed to. The benefit analyst in the programme should maintain these profiles to the point when they are handed over to the business at which point the benefit profile will be maintained by the business benefit analyst.

The table on the following page summarises the benefit profiles for the Vision 2015 programme. The headings in the table are described below:

Cluster

The changes being introduced fall into 29 projects under 5 clusters. These clusters form a natural grouping of benefits and also allow Cluster Advisors to report to PDG on progress and changes to benefit enablement and realisation targets.

Direct & Indirect

Each work package has been categorised as delivering a direct or indirect benefit. A direct work package will have a direct benefit associated with the change it is seeking to introduce. It is likely to be a technology change or process change designed to achieve efficiency savings for Immigration. A work package falling into an indirect benefit area may not achieve a benefit in itself but helps to sustain the future operating model, or inform future designs.

Benefit Enabler (Profile)

These are the changes that will result in direct benefits being enabled and therefore focus on these should be maintained through the creation of a benefit profile. The benefits may not be entirely financial (e.g. e-visa), but profiles should be created to ensure the intangible benefits (e.g. customer experience) are noted and tracked.

Some benefit profiles are the amalgamation of more than one work package (e.g. Triage low risk) as the work packages combine to deliver a benefit that is more easily and sensibly tracked.

Benefit Realisation Efficiency Area

This indicates the target area of efficiency. In most cases it is a role within Immigration that is considered to be the one that is most impacted by the change and hence the target for where efficiency savings can be made.

Value pa by 2017

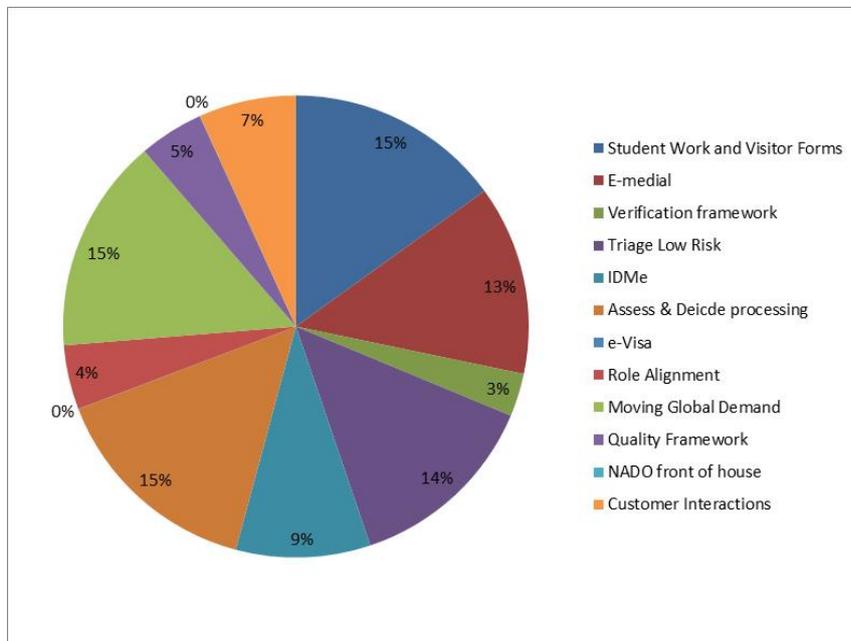
This is the target saving for the benefit enabler. Preliminary benefits have been determined through models developed by Business Transformation. The models carry assumptions about the changes being introduced that have been discussed at PDG. The assumptions will change as more is understood about the future state as detailed changes are designed and tested and the benefit value will change accordingly.

Vision 2015 Benefit profiles

Cluster	Direct	Indirect	Benefit enabler (profile)	Benefit realization efficiency area	Approx. value pa by 2017*
Submit & Validate	(24) Student, Work and Visitor forms, (29) e-medical phase 1 & 2	(25) Biometric enrolment- (31) HAT team established (34) review current B2B models (36) China Union Pay	Student, Work & Visitor forms	• Support Officers	• \$1,000k
			E-medical	• Support Officers	• \$884k
Manage Risk	(15) Verification frameworks, (16) Triaging rules engine (28) Implement IDMe	(13) triage feedback mechanisms (14) alignment of risk roles (17) role of CRISM	Verification framework	• Immigration Officers	• \$200k
			Triage low risk	• Support Officers • Immigration Officers • TAs	• \$900k
			IDMe	•	• \$622k
Assess & Decide	(1) A&D workflow, (2) e-Visa (4) SMC end to end review (5) Visa Assessment Tools (44) Role Alignment	(3) Roles of hubs and satellites	Assess & Decide processing (incl Visa Assessment tools)	• Immigration Officers	• \$1,000k
			e-Visa	• Customer Experience	• N/A
			Role Alignment	• Support Officers • Immigration Officers	• \$300k
Monitor	(20) global demand capability,	(19) process management framework (21) performance management system (22) operations review (23) quality framework review	Moving Global demand	• Immigration Officers	• \$1,000k
			Quality framework	• Immigration Officers	• \$300k
Customer	(6) NADO front of house (8) Channel Uptake (9) Customer interaction model	(7) ICC review (10) Customer insights capability (12) Industry partner programme (11) Implement INZ2	NADO front of House	• TBC	• TBC
			Customer Interactions	• Immigration Officers • Customer experience	• \$450k

- Source: Programme Board paper 6th May 2014 'Vision 2015 Update on benefits enablement & realisation plans'

Benefit areas by value



Assumptions, Issues and Constraints

It is assumed that:

- Preliminary benefits identified by the programme will be refined once detailed designs are developed and again when tested in the business
- The total value of the preliminary benefits does not reach the business case target of \$9.6m pa. This is because the digitisation project (including possible remaining forms and functionality), which is un-funded, has reduced the benefit opportunity to nearer \$7.6m
- Increased volumes without the need to recruit additional FTEs is also considered benefit realisation
- Where project charters and plans do not exist the benefit target has been taken from the improvement opportunity work undertaken by Business Transformation in February 2014
- Not all benefit profiles have dollar benefits associated with them. This does not mean profiles need not be created as the soft benefits still need to be tracked
- Current or target measurements will not be undertaken until detail design has been completed. At this stage the exact changes to the current processes are known and what needs to be measured, both baseline and target, can be determined.

Summary benefit profiles

This section presents a summary of the documentation for each of the benefit profiles and an indication, where known, of the metrics that may be used for measuring their success. Please note the first draft of the BRP will have some incomplete sections. These will be completed as part of the benefits enablement and realisation process.

Student Work and Visitor Forms **B-030**

Benefit Area	Efficiency savings
Benefit value	Savings of \$1,000,000 pa from 2017
Description:	Savings can be made through the automation of tasks currently undertaken by Support Officers in branches as a result of releasing 3 forms (Student, Work & Visitor) during 2014 and 2015. For example, checking of applications, lodgement activities, customer communications and management of returned or held applications.
Measurement Description:	<ul style="list-style-type: none"> • Volumes of Student, Work and Visitor applications processed by branch • Time saved in receive & lodge stages of Student, Work & Visitor application processing

e-medical **B-031**

Benefit Area	Efficiency savings
Benefit value	With e-medical phase 1 being deployed in March 2015 time saved and benefits realised would be \$422kpa by 2014/5. \$630k pa for FY 2015/16 and \$884k pa by 2017.
Description:	<p>By implementing eMedical tangible financial benefits will be realised through reduction and/or elimination of processing costs and the reduction of FTEs within INZ (primarily Visa Services and INZ's delivery arm).</p> <p>Financial</p> <p>Processing and assessment activities (labour costs) associated with medical certificates absorbs 18 FTE across INZ and it is estimated that Immigration and/or Documentation Officers spend 30,662 hours of hours on activities associated with health assessments including analysis, referring and collecting information. It is anticipated that 18,000 hours of documentation and immigration officer's time will be saved annually across the global network through the introduction of e-medical. This equates to \$668k pa of time saved by the end of Phase 2 roll out. Note that FTE savings can only be achieved once a full FTE in one location is no longer required. Time savings from other initiatives will also be needed to fully realise benefits. The opportunity exists to additionally reduce full FTEs in London, New Delhi and Shanghai through e-medical alone (equating to \$120k pa)</p> <p>Photocopying, file retrieval and courier costs (non-labour) estimated to be approximately \$30,000pa</p> <p>Indirect Financial</p> <p>There is expected to be a much enhanced customer experience from the current state with a reduction from 3-6 weeks to virtually instantaneous for a medical assessment being performed and entered to AMS. Other</p>

	<p>intangible benefits include reduction in complaints, improved international reputation, improved quality of assessments and the integrity of the medical assessment system.</p> <p>The financial benefits are net of the ongoing costs of supporting the new Health Assessment Team</p> <p>Non financial</p> <p>eMedical also provides a number of intangible benefits, such as improved customer experience and improved quality of decisions. e-medical will:</p> <ul style="list-style-type: none"> • Enable INZ to attract the best people through a better medical assessment experience • Enable INZ to make quality decisions quickly through the use of a jointly-managed panel physician network with DIBP who are subject to quality assurance • Enable INZ to protect the integrity and security of the New Zealand immigration system through processing medical assessments entirely online
Measurement Description:	<ul style="list-style-type: none"> • FTE reduction in targeted branches for early gains - London, Shanghai, Dubai • SO/DO/IO time saved in all branches • Volume Increase in all branches

Verification Framework **B-032**

Benefit Area	Efficiency savings
Benefit value	Savings of \$200,000 pa from 2017
Description:	<p>A consistent framework for verification including when to undertake verification, to what level and the associated timeframes will ensure the appropriate level of processing is completed by the front line. Benefits will be realised through the faster, more efficient processing of low to medium risk applications as it will ensure no 'over-processing' occurs.</p> <p>Streamlining how verification is initiated and providing clear timeframes for internal and external customers will also reduce the time and costs related to this activity as well as making it easier for INZ to resource to demand.</p> <p>Currently, requesting verification from another hub or satellite, e.g. one closer to market, or from a third party causes delays to an application due to transferring of originals and limited service level agreements to work to. A number of hubs and satellites interviewed for the current state assessment suggested they don't do as much verification as they would like in times of peak demand. This suggests either INZ are accepting additional risk or if there were additional resources available, over-processing would occur. A consistent framework for verification will provide INZ with the ability to improve turnaround time and quality of decision.</p> <p>Streamlining the verification process will bring about a reduction in cost per transaction and free up staff for value add activities. These changes could result in benefits of up to \$400k per annum.</p>

Measurement Description:	<ul style="list-style-type: none"> Immigration Officer time saved in all branches running triage and applying the verification framework

Triage low risk **B-033**

Benefit Area	Efficiency savings
Benefit value	Savings of \$900,000 pa from 2017
Description:	<p>The Triage Project is focusing on creating a technical capability to run IGMS application data against risk and value rules inside a new rules engine</p> <p>This work will focus on implementing a fit for purpose triage mechanism and process to provide drive work allocation processes. Analysis of historical data has shown almost 50% of current applications would be triaged as low or negligible risk given the current rules. Identifying these applications effectively will allow Immigration to allocate to where capacity exists and apply an appropriate amount of processing rigour, directly delivering benefits to the Programme</p> <p>There are a number of business initiatives currently underway which can be consolidated under this work package:</p> <p>The Triage and Verification Project; which is piloting risk rules and associated verification levels is undertaking pilots in Bangkok, Mumbai and Wellington. These pilots will inform a standard operational triage and work allocation process for 2015</p> <p>Removing unnecessary steps and hand-offs prior to allocation of low-risk applications could result in benefits of up to \$900k per annum.</p>
Measurement Description:	<ul style="list-style-type: none"> Reduction in time taken to perform triage and allocate activities by an Immigration Manager

IDMe **B-034**

Benefit Area	Efficiency savings Managing identity risk to NZ
Benefit value	\$622k pa
Description:	<p>The immigration system is not adequately managing identity risk. This undermines our basic accountability to implement government immigration policy by facilitating eligible people and preventing ineligible people from entering New Zealand, resulting in significant downstream costs in rectifying issues later on. This capability gap also causes problems and costs downstream for agencies that rely on INZ to reliably identify foreign nationals and prevent entry of undesirables.</p> <p>These initiatives provide immigration with the ability to increase the collection and use of biometrics from high-risk clients, strengthening our confidence in the identity of those clients. We will also increase the volume</p>

	of face and identity information collected from visa clients and visa free travellers, which will be of benefit in the long term. Ultimately, a full biometric capability ¹ is required for reliable identity assurance. This leads to productivity gains such as strengthened automated risk / value profiling, future online service delivery, service automation and a complete single client view. It also reduces the downstream negative impacts of immigration identity fraud.
Measurement Description:	<ul style="list-style-type: none"> TBC

Assess & Decide workflow **B-035**

Benefit Area	Efficiency savings
Benefit value	Savings of \$1,000,000 pa from 2017
Description:	There is an opportunity to standardise the way applications in a branch are allocated to teams and/or individual Immigration Officers. Auckland, Christchurch and New Dehli branches are have all adopted task based work practices that have brought about benefits and increased timeliness. Adopting these globally is an opportunity to extend benefits ...
Measurement Description:	<ul style="list-style-type: none"> TBC once processes have been designed

e-Visa **B-036**

Benefit Area	Customer experience
Benefit value	N/A
Description:	Design and implement the processes and technology required to enable INZ to transfer and use biographic and biometric information and passport test results captured by Customs when a customer crosses the border. This project will result in <ul style="list-style-type: none"> Reduction in time taken to print labels and the associated costs More streamlined and possibly automated communication to customers regarding their visa approval and label using the online account. Easier access to visa information at the border Third party access improved Shifting work or resources to changing demand in different markets
Measurement Description:	<ul style="list-style-type: none"> TBC

¹ An immigration wide biometric capability is a deliverable of IGMS

Role Alignment B-037

Benefit Area	Efficiency savings
Benefit value	Savings of \$300,000 pa from 2017
Description:	<p>There is an opportunity to shift administrative tasks permanently to support /document officers reducing cost per transaction and increasing the capacity of Immigration Officers.</p> <p>In the future state, the majority of administrative activities will either be removed or completed by the IGMS system. Shifting these tasks to Support roles across all hubs and satellites (where the staffing model allows) will align to the Immigration Officer role to future state and free them up for value-add activity.</p> <p>Administrative tasks current completed by Immigration Officers include, but are not be limited to, lodgement, acknowledgements, requesting third party checks, label printing, approval and decline communications, return of documents.</p> <p>Managing initial receipt and lodgement of an application is typical of the Support Officer role globally. During or post assessment and decision however, they have mixed levels of involvement. At peak times in some areas, the Support Officers role extends to include requests for third party information, printing of labels and communication of decision and return of documentation.</p> <p>At peak times, hubs and satellites discussed moving additional administrative work to Support Officer's, which frees up Immigration Officers to focus on quality decisions. Moving administrative work to Support Officers over seven locations could result in benefits in the range of \$220k - \$329k per annum.</p>
Measurement Description:	<ul style="list-style-type: none"> TBC once roles have been defined

Global Demand B-038

Benefit Area	Efficiency savings
Benefit value	Savings of \$1,000,000 pa from 2017
Description:	<p>A number of hubs and satellites experience peaks throughout the year, with an average 50 – 120% more volumes during these months, while neighbouring areas are not under the same level of pressure. A number of hubs and satellites manage their increase in demand without increasing staff numbers suggesting underutilisation of resource at other times.</p> <p>There are a small number of branches currently forwarding work to others in peak times; this is typically done with low risk, temporary applications. Others currently hire additional temporary staff over peak periods rather than sending work to under-utilised locations nearby.</p> <p>For example, Beijing and Shanghai experienced a period of high pressure in November 2013 and at this time increased their staffing levels. Ho Chi Minh, Bangkok, Dubai and/or New Dehli could have potentially eased their workload instead.</p>

Measurement Description:	<ul style="list-style-type: none"> TBC once processes have been designed
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Quality Framework **B-039**

Benefit Area	Efficiency savings
Benefit value	Savings of \$300,000 pa from 2017
Description:	<p>The New Operating Model envisages streamlined application processes, with INZ resource focused where it can add the greatest value. Low risk applications (as identified by a centralised triage engine) will be processed in a low touch queue, This will free up resource and ensure effort is applied to verifying and assessing higher risk cases.</p> <p>This approach will need to be supported by changed quality checks appropriate to the new operating model and provide assurance that INZ is adhering to its agreed business standards. With the introduction of a heavier reliance on third parties in the visa process the quality instruments also need to recognise and support industry partnerships.</p> <p>The Performance and Assurance Team established in the reconfigured Service Design and Performance branch will deliver the current QAP and Q3 functions and lead the creation and ongoing use of a system-wide performance framework. Revised quality instruments need to coherently fit within this wider framework, which will include business functions outside of the current Visa Services-centric focus.</p> <p>This review's first phase will assess the design and usage of the current INZ quality instruments (2PC, QAP and Q3) for visa applications to ensure they are appropriate and are fit for purpose under the new operating model. A second phase will determine the quality standards and instruments needed for future processes and INZ business groups outside of Visa Services (including IDme and the Immigration Health System).</p>
Measurement Description:	<ul style="list-style-type: none"> TBC once processes have been designed

NADO front of house **B-040**

Benefit Area	Efficiency savings
Benefit value	TBC
Description:	<p>Benefits through centralising lodgement activities onshore – have some notes to check from customer cluster session</p> <p>Benefits through reduced counter services or counters altogether onshore</p>
Measurement Description:	<ul style="list-style-type: none"> TBC once processes have been designed

Customer Interactions **B-041**

Benefit Area	Efficiency savings
Benefit value	Savings of \$450,000 pa from 2017
Description:	<p>There is an opportunity to improve customer interactions with INZ throughout the application process, removing unnecessary activities and utilising lower cost channels where possible.</p> <p>In a future task based environment, following the current communication model will result in even more overlaps and additional cost leading to a poor customer experience.</p> <p>Every branch communicates with a customer through different channels. Procedures around customer communication do not tend to take into account customer preference and a customer may be contacted by phone, email, receive a letter and a phone call during the lifecycle of their application.</p> <p>Emails and letters in particular impact on time and cost as there is limited access to suitable templates. Removing unnecessary activities and utilising lower cost channels where possible for customer communication could result in benefits of between \$400k and \$800k per annum.</p>
Measurement Description:	<ul style="list-style-type: none">• TBC once processes have been designed

Appendix 1 – Vision 2015 Work Packages

The following table documents the ~29 work packages that currently make up the work programme to achieve the 2015 VPOM.

Cluster	Ref	Work Package Name	Description of Work Package
ASSESS & DECIDE Assess & Decide Workflow Bruce Burrows / Gordon Barlow (Gordon Barlow)	1	Design and build a consistent, global approach to workflow and allocation of applications covers people, process and technology.	Assess & Decide L4 processes to inform technology enabled workflow (include SOPs).
ASSESS & DECIDE eVisa Chris Hubscher (Deborah Garrett)	2	E Visa - proof of entitlement & identity enablers	<p>Applicant access to visa record, verified access for education providers, and verify visa record.</p> <p>Turn on L1 scanner for e-chip at border;</p> <p>Capture and transfer biometric facial images and passport scan data from the border</p> <p>validation of the uploaded bio page against the data the applicant enters on the form</p> <p>secondary validation of the MRZ (via OCR).</p>
ASSESS & DECIDE Confirm roles of Hubs and Satellites Bruce Burrows (Sarah Kemp)	3	Confirm role of Hubs & Satellites in 2015	Review GSDM descriptors and articulate the future roles of Hubs versus Satellites in the 2015 operating model (to inform L4 process design).
ASSESS & DECIDE SMC End to End Review Jocelyn Mikaere (Erin Goodhue)	4	SMC end to end review	Reviewing the end to end processing of SMC applications to identify opportunities that will improve timeliness.
ASSESS & DECIDE Visa Assessment Tools Geoff Scott (Bridget Harrison)	5	Visa Assessment Tools	Implement standard decision/assessment template to improve IO decision quality.
ASSESS & DECIDE Role Alignment Geoff Scott (Sarah Kemp)	44	Role alignment for accountabilities and distribution of effort within branches, Refresh role descriptions	Processing of electronic applications with the new operating model will result in changes to the roles and responsibilities of Support Officers, Technical Advisors, Immigration Officers, Verification Officers and Immigration Managers. These roles and responsibilities need to be developed in conjunction with the development of the L4 processes . Includes global JDs being aligned to reflect new OM activities.

Cluster	Ref	Work Package Name	Description of Work Package
CUSTOMER Assessment of Onshore Lodgement Jocelyn Mikaere (Bolen Ng)	6	NADO / Front of House	Centralise onshore online lodgement at NADO, and review onshore counter services.
CUSTOMER ICC Role & Capacity Jocelyn Mikaere (Jason Hallam)	7	Review and confirm ICC role and capacity requirements to meet future needs of changed operating model	Develop and implement changes necessary to ensure ICC perform the required role to support the new operating model.
CUSTOMER Channel Uptake Strategy Chris Hubscher (Deborah Garrett)	8	Channel uptake strategy	Develop a strategy and approach to promote and monitor online uptake <ul style="list-style-type: none"> • Identify INZ's ideal channel mix • Establish targets for transitioning customers to the preferred channel • Identify business impacts.
CUSTOMER Customer Interaction Model Chris Hubscher (Paul Gilbert)	9	Design and deploy a new customer interaction model (includes recommendation to merge improved customer interactions)	<ul style="list-style-type: none"> - Implement new processes, tools and templates to operate a mixed channel model that includes an interactive online account. - Introduce a best practice process guideline for customer interactions and standardise letter templates.
CUSTOMER Customer Insights Chris Hubscher (Chris Hubscher)	10	Establish new customer insights capability	Establish a new capability that will have responsibility for: <ul style="list-style-type: none"> - monitoring and designing initiatives to promote the uptake of the online channel. - developing customer insights that leads to the refinement of products and services - End-to-end understanding of quality and customer experience and how it is measured.
CUSTOMER INZ Website replacement Project Nick Aldous (Maree Durham)	11	Implement INZ2	Website replacement project. Scope online to include "Consistent design (look and feel) and content to ensure consistency of messaging"
MANAGE RISK Triage Feedback Mechanisms Stephen Vaughan (Rebecca White)	13	Implement triage feedback mechanisms	Design, develop and implement a learning system that ensures risk and intelligence insights from those in the field are captured and used to inform the centralised triage tool
MANAGE RISK VS Align Risk Roles Peter Elms (Sarah Kemp)	14	VS alignment of risk roles	Globally align risk roles

Cluster	Ref	Work Package Name	Description of Work Package
MANAGE RISK Verification Framework Peter Elms (Tom Firth)	15	Verification Framework	Trialling new IGMS risk rules for applications and aligning verification practices to risk levels.
MANAGE RISK Triage & Allocation Processes (and technology) Stephen Vaughan (Ant Wallace)	16	Design and implement a consistent, global approach to triage that covers people, processes and technology.	Design and implement global approach to triage rules engine components.
MANAGE RISK Confirm role of CRISM Stephen Vaughan (Rebecca White)	17	Role of CRISM confirmed for 2015	Assess and confirm the role of CRISM in relation to the 2015 operating model.
MONITOR Process Management Framework & Tool Nick Aldous (Paul Gilbert)	19	Implement an INZ process management framework	Develop a future state framework and tool
MONITOR Global Demand Management Bruce Burrows (Jason Judd)	20	Implement global demand capability, including systems and processes to enable proactive distribution of work across the globe. Includes scope of current global workload management project	Exploring opportunities to share peak demand across the globe, including moving residence work out of CHCH and supporting student peak smoothing. A central function should be developed to oversee global demand and demand forecasting matching that to INZ capacity & capability.
MONITOR Performance Mgmt & Reporting Jason Judd (Richard Aspinall)	21	New performance management system & reporting	Development of new KPIs and metrics for leaders and staff to support and enable the new operating model to be effective, and identification of required reports.
MONITOR Operations Review Geoff Scott (Sarah Kemp)	22	Operations Review	The design and implementation of necessary changes to Ops functions - taking into account the new/changed requirements of the VS op model as well as the interaction model with Service Support.
MONITOR Quality Review Geoff Scott (Steve Cantlon)	23	INZ Visa Processing Quality Review - including 2PC, QAP and Q3	Standardise quality practices globally
SUBMIT & VALIDATE Identity Management Engine Stephen Vaughan (Paul Fagan)	28	Implement IDMe	IDME: Implementation of new Identity Management engine

Cluster	Ref	Work Package Name	Description of Work Package
SUBMIT & VALIDATE Identity Management Processes Stephen Vaughan (George Rodrigues)	28a		IDME: Identity management business processes
SUBMIT & VALIDATE Biometric Enrolment (Debbie Camp)	25	Biometric enrolment for high risk applicants	delivery of the technical and business capabilities required for a biometric enrolment process to support INZ identity management processes.
SUBMIT & VALIDATE Work and Visitor Forms Bruce Burrows / Gordon Barlow (Paul Fagan)	24	Implement Work & Visitor Forms and AOB	Development of online forms for Work and Visitor, includes AOB and Chinese language (technology).
SUBMIT & VALIDATE Work and Visitor Processes Bruce Burrows / Gordon Barlow (Gordon Barlow)	24a		Development of Work and Visitor processes and organisational alignment (people and process).
SUBMIT & VALIDATE eMedical/IHS Phase 1 & 2	29 30 31	eMedical - phase 1 & 2 Health Assessment Team establishment	Documentation of business requirements to support eMed phase 1 (Integration with DIBP and implementation of automated health assessment). Documentation of business requirements to support eMed phase 2.
SUBMIT & VALIDATE Digitised Remaining Applications and Remaining Forms Bruce Burrows / Gordon Barlow (Gordon Barlow)	32 33	Digitisation of remaining applications and paper (and associated OM changes) Remaining Forms and form functionality	Capability Specification through to detailed design and pricing for the digitisation of remaining applications and forms and form functionality (e.g., Groups and Portals).
SUBMIT & VALIDATE Existing B2B partnerships reviewed and confirmed for 2015	18 34 35	Review current B2B models and make recommendations in relation to aligning them to the 2015 operation model. Confirm roles and responsibilities in relation to centralised governance and monitoring of these, and other, industry partnerships.	Assess and confirm the role of SOL tools in relation to the 2015 operating model. Assess and confirm the role of B2B tools in relation to the 2015 operating model. Confirm roles and responsibilities in relation to centralised governance and monitoring of these, and other, industry partnerships.
SUBMIT & VALIDATE China Union Pay Peter Holbert	36	China Union Pay	Adding functionality to the payment gateway to enable China Union Pay.

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