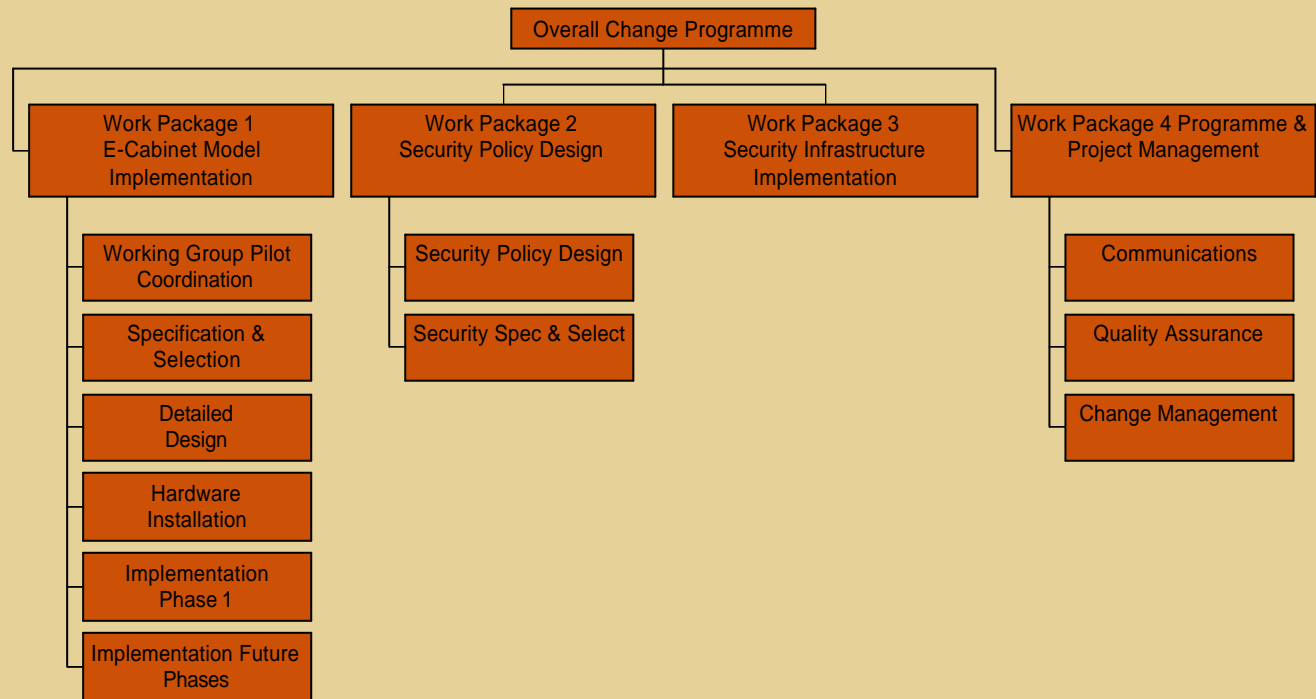




Chapter 6 Implementation Planning

Implementation Planning- Division into Work Packages

The following are the recommended Work Packages



Overall Approach

The following work needs to be completed for successful implementation of the e-Cabinet.

- Implementation Planning ;
- e-Cabinet Model design and implementation;
- Security design, specification, procurement and implementation;
- Hardware procurement;
- Network procurement; and
- Programme Management, Communications, QA, Training and Change Management.

Division in to Work Packages

This is a large change programme to be undertaken by the Department of the Taoiseach. In order to achieve a successful outcome we are recommending that the work be packaged into separate pieces. We have identified which logical work packages be grouped together and attempted to minimise where possible, the number of external suppliers involved in the implementation programme. Agreement of the separate packages should be finalised during the Implementation planning step, however we are recommending the following:-

- **Package 1** - E-Cabinet Software, Hardware and related services to implement the solution;
- **Package 2** - Security Services including design, specification and selection;
- **Package 3** - Security Infrastructure Implementation;
- **Package 4**- Overall Programme Management, Communications, QA, Training and Change Management to be carried out by Cabinet Secretariat.

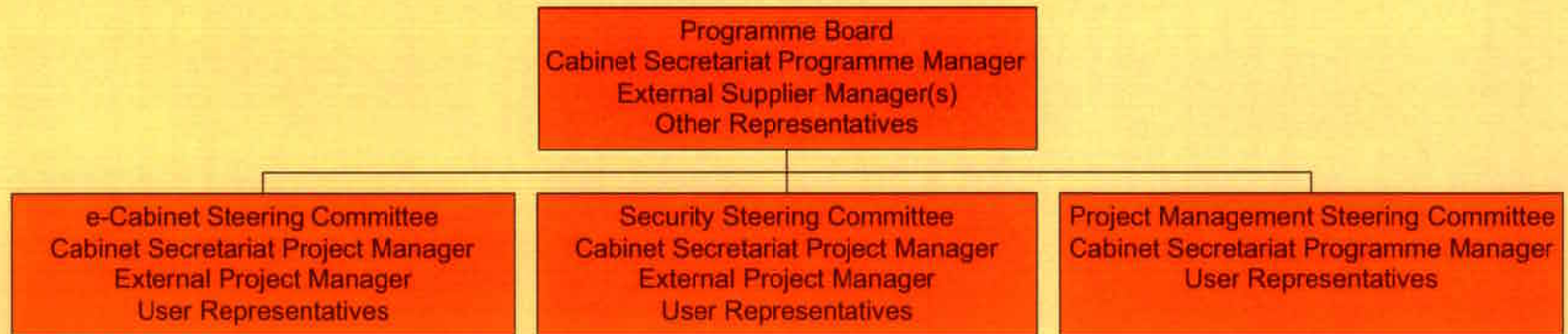
Our diagram overleaf outlines the recommended packages

Implementation Planning

Implementation planning is a step necessary to plan and prepare for overall implementation of the change programme. We recommend that a small number of focussed workshops (1-2) be conducted at which the following will be discussed and agreed:-

- Overall programme governance structure including composition of steering committee(s) and integration with other Public Sector initiatives;
- The programme procurement approach, including agreement of the following
 - Division of the programme into separate work packages
 - Approach to effective integration with the other initiatives such as the Government VPN project, Basis, Oasis and the Legislation drafting system project.
- Incorporation of any changes to the timetable of the change programme following discussion and agreement of 1 above;
- The benefits of conducting a select number of Vendor demonstrations prior to issue of the RFP and planning of these if agreed.
- Discussion and planning of the work required to produce the RFT's to proceed to implementation.

Programme Governance



***Package 1 –
E-Cabinet
Model
Implementation***

This comprises the Software, Hardware and related services for implementation of the E-Cabinet model. This will include the following:

- Content Authoring tool;
- Workflow and Document / Content Management Tool;
- Help Authoring tool; and
- Hardware required to support the model.

Related services refers to implementation services such as detailed design, programming, testing, documentation and training.

We recommend that the approach for the development and implementation of the e-Cabinet should be as follows:-

- Co-ordinate pilot of e-Cabinet
- Specification and Selection;
- Detailed Design;
- Implementation Phase 1;
- Implementation future phases;

Co-ordinate pilot of e-Cabinet

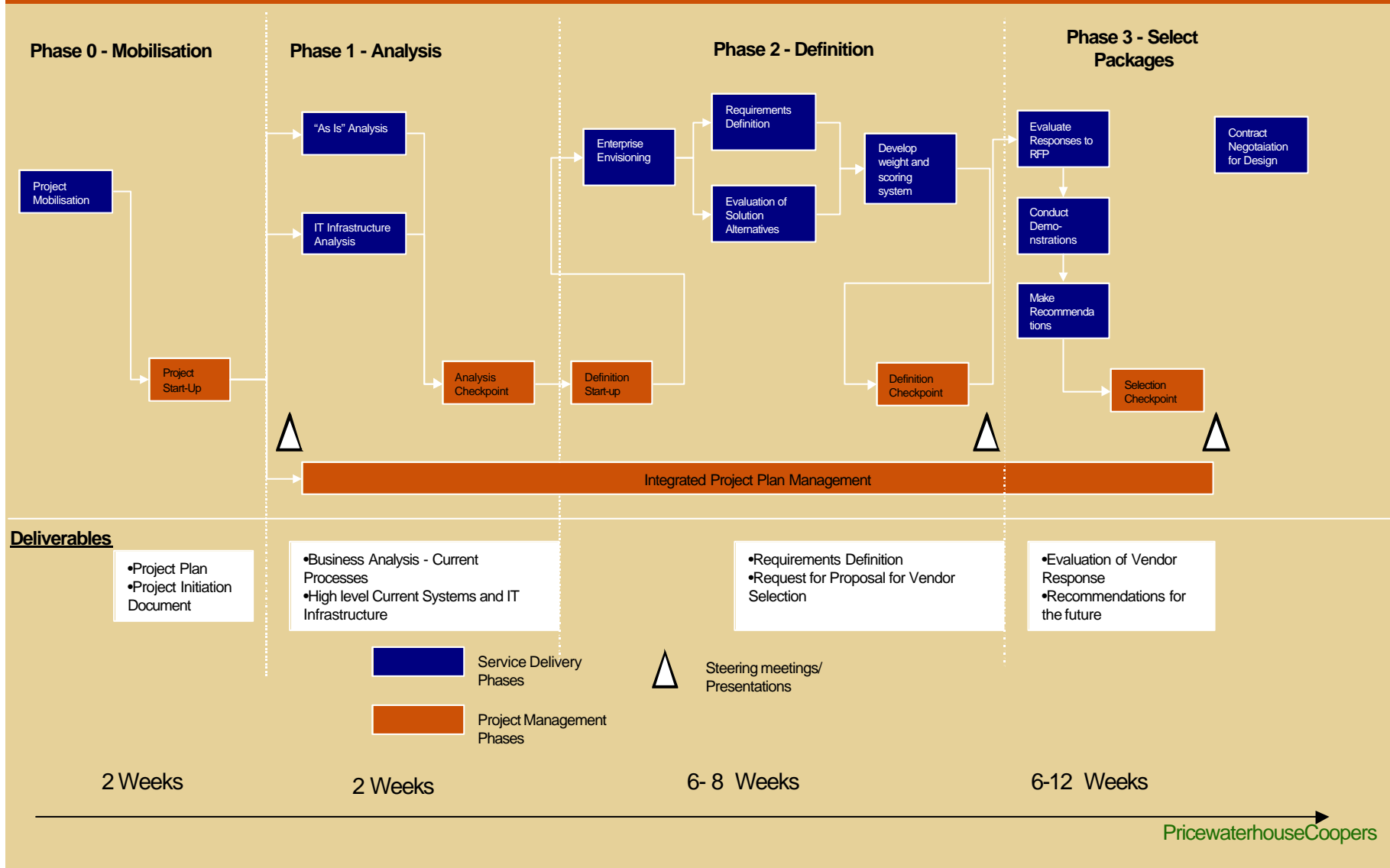
We see this piece of work as consisting of the following main tasks:-

- Set up a small working group to co-ordinate a Pilot of the e-Cabinet
- The purpose of this group will be to agree the core technical architectural elements and the high-level business requirements which must be included in the selection and specification phase.
- The working group should include the following departments:- (to be agreed)
 - Department of the Taoiseach
 - Department of Finance
 - Department Public Enterprise
- Included in the high level requirements should be those for Content Management and Legislation;
- A short focussed consultation process should be carried out in order to gather these core requirements;
- These requirements will feed into the specification and selection exercise and ultimately result in a pilot / prototype development. Projects for other requirements / other areas can spin off and start their own development work once this pilot has been completed and agreed.

Specification and Selection

This is the process of defining the requirements in detail and producing and issuing the Request for Proposals to the market for the solution to the e-Cabinet model. This should be a comprehensive document to include the Software, Hardware and related services.

Specification and Selection of e-Cabinet / e-Process



We are recommending that a Prime Contract approach be adopted to enable all necessary software and hardware suppliers come together and respond to the RFP as a single supplier with one point of contact for the Department of the Taoiseach.

We recommend that the RFP will request a fixed price for the Detailed Design phase with estimates only for implementation of the system. The detailed design phase should produce a statement of the system requirements and a prototype of the system. This will enable the Department of the Taoiseach and users in other Departments to evaluate directly the system which will be delivered and if satisfied proceed to contract negotiations for implementation phase 1 of the system.

The diagram overleaf shows the route map we recommend for specification and selection exercises.

The following are the key steps within the Specification and Selection phase:-

Mobilisation

Develop Project Plan and Project Initiation Document;

Phase 1 - As Is Analysis

This consists of the following tasks and is already complete:-

As Is Process Analysis

IT Infrastructure Analysis

Phase 2 - Requirements Definition

Enterprise Envisioning - Completed

Requirements definition, evaluation of solution alternatives and development of list

Development of Evaluation/Weight & Scoring system

Phase 3 Selection

Evaluate Responses to RFP

Conduct Demonstrations (This is generally an iterative process and there may be more than 1 demonstration of the same system)

Develop Recommendations

Negotiate Contract for Detailed Design Phase

(We recommend that a fixed price for the detailed design stage is requested accompanied by estimates for implementation. The Detailed design phase will include agreement on scope and a fixed price for Phase 1 Implementation).

In our experience the evaluation model used in the selection stage is critical, particularly **the definition of evaluation criteria and associated weightings**. Key items to be considered include how suppliers propose that their products:

- will fit the mandatory and desirable requirements that will have been defined;
- comply with the minimum standards of quality and functionality needed;
- conform to the timetable for procurement and implementation;

and

- will resolve any technical or other constraints which exist.
- will be reliable; and
- deliver value for money.

Detailed Design

The Detailed Design Phase consists of the following key tasks:-

- Conduct Detailed Process and Systems Design
- Build Prototype
- Evaluate with Users
- Conduct Implementation Planning and
- Contract Negotiation for Implementation for the next phase.

Development of the detailed process and systems design will confirm the functionality of the system including all processes, document layouts, screen designs through to the detailed systems design including architecture for deployment, user rights etc.

The development of the Prototype should be undertaken for the following:-

Construction and submission of memorandum process and Development and of integration with e-Meeting software to demonstrate a pilot meeting.

Once the Prototype has been evaluated with users, detailed implementation planning and contract negotiation should take place the output of which is agreement on scope and a fixed price for Phase 1 Implementation.

Implementation Phasing

We recommend that the implementation is scoped into 2 phases in order to be able to deliver a working system as early as possible. The first implementation should include the main processes and the Cabinet meeting.

Future implementation phases will include the development of databases for specialist registers, the balance of the processes and any additional developments that emerge following implementation of phase 1.

Implementation Phase 1

The supplier selected for implementation of the e-Cabinet will bring his or her own tools and methodologies for implementation and it is our view that this approach should be used.

While we anticipate that the Implementation Planning phase will finalise and agree on this approach, the following are the options to be considered in the first phase of Implementation as follows:-

e-Process

- Processes listed below for a single Department; or
- Processes listed below for all Departments.

e-Meeting

- Selection of full implementation or
- Selection of meeting leader model (both outlined further below).

The prototype will have developed and demonstrated the system for the construction and submission of the memorandum and a pilot meeting. Phase 1 implementation should incorporate all agreed changes resulting from user feedback as well as development for all processes agreed in scope.

We recommend that all the main processes listed should be included in the Phase 1 Development:-

Pre Meeting

- Receive and Distribute Memos;
- Prepare Agenda;
- Prepare draft decisions and Briefing;

Meeting

- Meeting Preparation;
- Conduct/Attend Cabinet Meeting;

Post Meeting

- Decisions and Minutes;

The following should be included in a future phase:-

- Gazetting;
- Presentation to Oireachtas;
- Ceremonials;
- Development of Specialist Registers;
- Other follow up processes for - Orders, Proposals for Legislation,

The implementation planning phase will discuss and agree how the e-Meeting will be implemented and the outcome of this will be included in the phase 1 implementation. As outlined previously there are two options for review in agreeing the appropriate approach and these are as follows:-

Full Implementation

Construction of all functionality associated with the meeting for display of agenda, memoranda etc with full deployment of touch screen terminal at the Cabinet table for Ministers together with central monitor to track progress during the meeting.

Meeting Leader Model

The Meeting leader model for the e-Cabinet is based on the following:-

- Construction of all functionality associated with the meeting for display of agenda, memoranda etc but without deployment of individual screens to Cabinet Members.
- The IT associated with the meeting will be run by a single system user and the meeting will be displayed on the central agenda monitor at the Cabinet meeting.

PwC recognise that for both the process and meeting implementation there are merits to both approaches which should be discussed and agreed at the implementation planning workshops.

Implementation Future Phases

Future implementation phases will include the following and should be investigated and finalised following successful completion of Phase 1 implementation:-

- Rollout of e-Cabinet for balance of the Cabinet processes;
- Investigation of the provision of alternative access points/ methods to Ministers;
- Rollout to other Meetings;

Package 2 Security Services

This package comprises the detailed security policy design, Security Policy implementation and specification and selection of the security solution to be implemented. The Policy Design should be done in 2 parts with a short up front exercise to feed into the Specification and Selection of the e-Cabinet solution. This work should also include project management of package 3 which is the implementation of the Security implementation.

The implementation of the solution itself is a separate work package and the security infrastructure solution will be provided by a number of products from a number of suppliers and geographies. We are recommending that a flexible approach be adopted to the procurement of the security solution which will enable Cabinet Secretariat to request a supplier become a Prime Contractor if wished. We also recommend that the implementation of the security solution is managed as part of work package 2 responsibilities as outlined above.

Package 3 Security Infrastructure

This work package comprises the implementation of the actual Security Infrastructure chosen during the specification and selection phase. The supplier(s) selected for implementation of the security model will bring his or her own tools and methodologies for implementation and their approaches should be used.

It will be essential that there is close integration between the supplier implementing the e-Cabinet and this work as the e-Cabinet can not go live without the security solution in place first.

Package 4 Programme Management, Communication Training & Change Management

Programme Management, Training, Quality Assurance, Communications and Change Management; (Called Programme Management)

We propose that all these elements are grouped together into one work package. Cabinet Secretariat will carry out this programme management work. There are a number of elements to this work package and these are key to the success of the programme. It is vital that the programme management is carried out by individual(s) with in-depth skills and experience in a change programme of a similar scale. If it is the case the Cabinet Secretariat can not apply appropriate resources, then they may wish to contract in these services.

I outline below a description of the elements in this programme to be carried out by Cabinet Secretariat.

Training

Detailed systems training will be delivered by the software suppliers but there will be a requirement for the integration of the new processes into the systems training, preparation of the new process documentation as well as general training in relation to the new processes to be delivered to all users.

Quality Assurance

Quality assurance is not a replacement for QA within each of the other projects but is an additional overall QA process which will be responsible for the following:-

- Act as a programme board advisor to monitor and oversee progress on each of the Lots; This may involve being a member of the programme board.
- Advise on implementation of changes to Lots, plans or processes;
- Review deliverables from each of the projects within Lots; and
- Ensure the deliverables are in accordance with agreed standards and methodologies.

Communications

The communication of this change programme will be key to its success and a detailed communication programme should be designed at the outset. This programme will have the following objectives:-

- Identification of the 'groups' of people to be communicated to;
- Identification of the 'events' which need to be communicated;
- Identification of the communication mechanisms which will be used such as Paper briefing, Presentation, Project Bulletin Board or Intranet site etc;
- Identification of the communications material and supporting items for each of the events and groups;
- Development of a detailed communications plan identifying the key programme milestones and associated communications.
- Detailed design of the key communications material and any supporting items identified above.

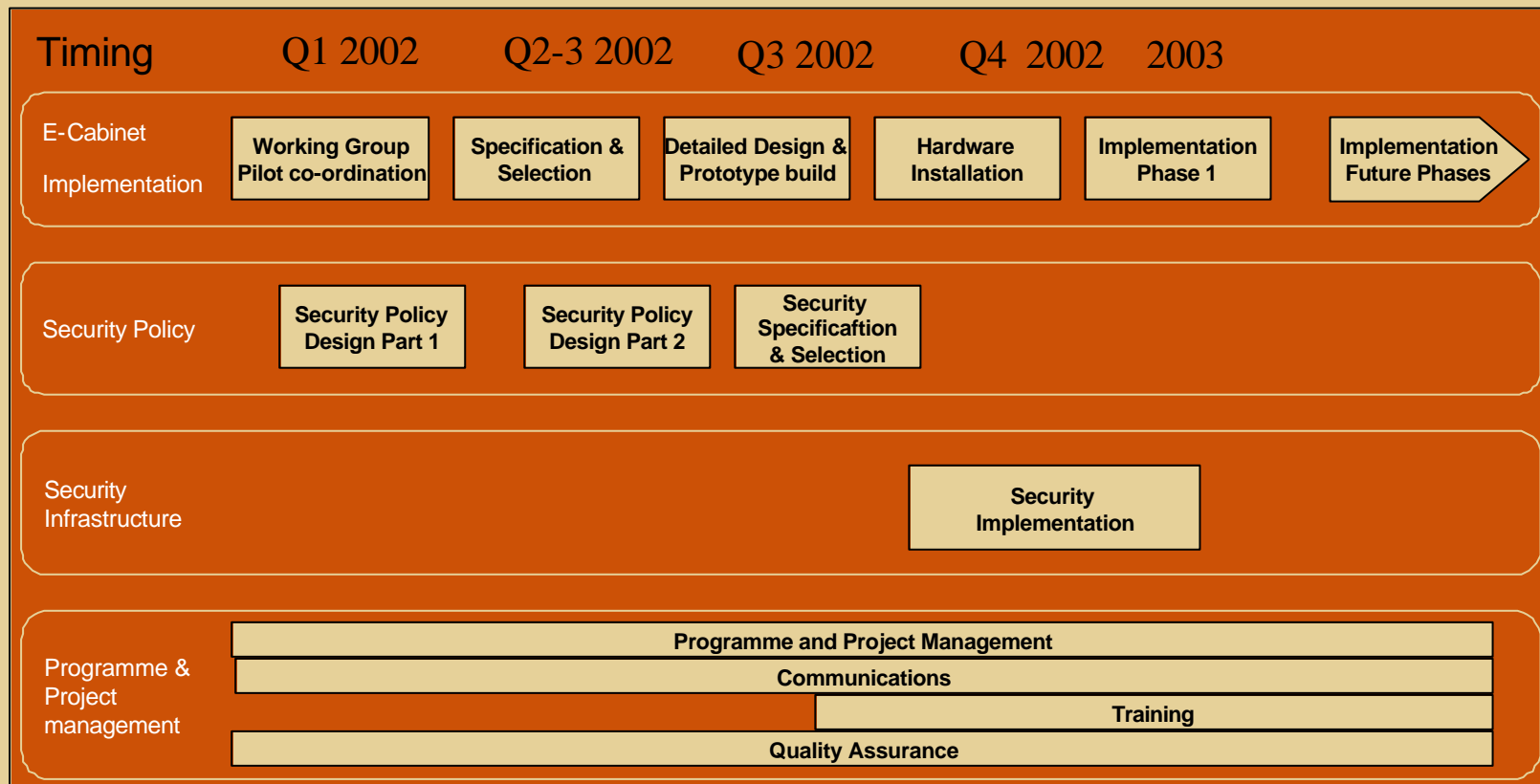
Change Management

There will be significant change management interventions required over the life of this assignment. The e-Cabinet vision entails change to the processes of submission of items to Cabinet as well as the conduct of the meeting itself. These changes do not impact a large number of individuals but the impact and the individuals affected are key. Considerable expertise in Change Management will be required over the life of this assignment to ensure "buy-in" from all of the relevant players. During the project it will be important that the connections between all the aspects of the work are managed, and to reiterate steps to address any emerging problems or problems which resurface.

The Change management element must take steps to identify the programme success factors, identify the principles that will underpin the future planning and implementation of the desired changes. This work forms the basis of the change strategy and change plan that will be developed throughout the project. Successful implementation of all aspects of the change programme will depend upon the effective

Programme Phasing

The following is an overview of the likely phasing of this programme to demonstrate which projects will run in parallel.



integration of all project work streams across all the work packages- IT, Business Processes, Security and any necessary transition management. Responsibility for this will need to lie with the overall Programme Management team.

Project Office

A programme of this size will require the maintenance of a Project Office. The functions of this project office will be as follows:-

- Development of Programme Plan into which all sub project plans will report;
- Development of the Programme and Project Management reporting mechanisms;
- Development of the Change request reporting and authorisation mechanisms;
- Development of the Programme issues log and monitoring resolution of same;
- Co-ordination of steering committees and development / management of the programme information repository as well as any other programme logistics identified during programme mobilisation.

The resources to manage the project office are estimated below.

Timing of Overall Programme

The diagram overleaf outlines the timeline for implementation of the change programme. We estimate that if the e-Cabinet pilot working group starts in 2002 then phase 1 implementation could be in progress early 2003.

Implementation Estimates

The following outlines our estimates of the total cost and resource estimates for each project.

Any assumptions used are provided below. The costs are given in Irish Pounds and Euros.

Cost Parameters

The following values were used for each of the above parameters:

- No of Users and Sites : 20 Sites external to Department of the Taoiseach with up to 3 users per site.
- Maximum of 10 users within the Department of the Taoiseach.
- We used the following as guidelines to develop our cost estimates:-
 - Requirements analysis - £6k (€7.62k) / man week;
 - Development - £4k (€5.08k) / man week;
 - Server costs - from £40k (€50.79k) to £100k (€126.97k) per application / server;
- The costs of development of the VPN are excluded from this analysis.
- The costs detailed are exclusive of VAT.

- Annual running costs have been estimated at 25% of capital costs.
- These running costs include items such as software licences, hardware support, etc.
- Staff costs are not included in this figure.
- Estimates are shown are for the number of additional staff, which we believe are required for the operation of the new systems.
- An estimate of the resources required within Cabinet Secretariat for project management of each work package as well as overall programme management are also laid out.
- The licence costs for the software are pitched at the higher end of the market as the software and services are likely to be sourced abroad.
- The costs do not include an estimate for subsistence which may apply in this case.
- The costs are based on the assumption that all expertise will be outsourced apart from Cabinet Secretariat / Departmental project and programme managers.

The security and software licence costs are not correctly fully attributable to the e-Cabinet project as these will form the basis of many other strategic projects of which e-Cabinet is only one. However for the purposes of the cost illustration they are shown here.

Summary of Cost Estimates all exclusive of VAT

Detail	Cabinet Secretariat Costs	Department Costs	Wider Civil Service Costs
e-Cabinet Systems	Spec & Select	£100k (€126.97k)	-
	Prototype	£100k (€126.97k)	-
	Design	£150k (€190.46k)	-
	Hardware	£330k (€419.01k)	£420k (€533.2k)
	Licences	£100k (€126.97k)	£150k
	Dev & Integration	£1m (€1,269.70m)	(€190.46k)
		-	
	Total Cost £1.78m (€2.26)		
Security Phase 1	Security Design £85,000 (€108k) Security Specification and Selection £75,000 (€95.2k)		
Security Implementation Costs	Security – Logical, Physical and Operational Costs £545k (€692k)	£360k (€457.11k)	
Totals	£2.68m (€3.4m)	930k €1180.8k	

Footnotes to Costs

<u>Security Costs</u>	The security solution will put in place an infrastructure, which will upgrade security systems to a higher standard appropriate to national security status. This will also support a range of Government initiatives such as Government secure e-mail. The ongoing operational security costs are estimated at £170k (€215.8k) per annum on top of the costs outlined above. These are not included as they are not capital costs. The total costs outlined for security should be understood and evaluated in this context.
<u>Software and licence costs</u>	The tools that will be selected will support a wide range of applications across Departments, in addition to the e-Cabinet project. The total software and licence costs should be seen in this context.

Costs which potentially might arise depending on choice of implementation options.

Implementation Planning assistance if contracted externally by DoT	£40k (€50.79k)		
Programme and Project Management assistance if contracted externally by DoT	£650k (€825.33k) (Work package 4)		
Programme and Project Management of Lot 3	£100k (€126.97k)		

Summary of Resource Estimates

Detail	Number of new FTE Staff to support the new systems	Cabinet Secretariat Resources Required for the duration of the projects only
Implementation Planning	0	1 Implementation Planning Manager required
Package 1	1-2 for Help Desk, user support and system maintenance.	1 Project Manager
Package 2	2-3 Security staff	1 project Manager
Package 3	Included in estimates in 2 above	The Project Manager identified for Package 2 will project manage this work.
Package 4	0	A Full time Programme Manager in addition to part term expert inputs for Training, Quality Assurance, Communications and Change Management. We estimate that the Project Office job would be a minimum of 4 days per week for duration of the assignment.

***Programme
Governance
Structure***

This change programme will require a governance structure to oversee it and a diagram outlining our recommendations is detailed on the opposing page.

***Programme
Board***

The programme board will oversee the entire change programme and should contain the following members:-

Department of the Taoiseach Programme Manager;
Department of the Taoiseach 'work package' Managers;
External Supplier Manager(s); and
Selected representatives.

This Board should be charged with the directing and overseeing the change programme from a strategic perspective. Specifically it is responsible for resolving any issues arising in the projects which can not be resolved by the project boards, and in addition to ensure effective integration across the projects in this programme and other related projects within the Public Sector where appropriate.

Overall programme progress will be reported to this board by the programme manager.

***Steering
Committees for
each work
package***

Each work package will require a steering committee which will be responsible for overseeing the project(s) contained within their respective work package.

As there will be different projects within each work package there may be a number of different external project managers. Each external supplier managers will be responsible for reporting progress on their individual project to their Cabinet Secretariat project manager. The overall external Work Package manager should be part of the programme board and will be responsible for reporting progress to the Cabinet Secretariat Programme Manager.

The projects contained within each work package will be a combination of parallel and consecutively run projects and it is likely that the composition of the board will change as projects close and open and thus project managers change.

Because of the degree of integration required across the work packages we recommend that the external Work Package manager should also be a member of the other work package steering committees.

Each Steering board should contain a selected number of user representatives from Departments as required.