



# Business Transformation Enablement Program

## Strategic Design & Planning Methodology

September 2004



business  
transformation



**Business Transformation Enablement Program**  
**Strategic Design & Planning Methodology**

September 2004



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# 1 Introduction

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## 1.1 Background

The Business Transformation Enablement Program (BTEP) is developing an integrated toolkit for planning, designing and implementing business transformation using business design best practices and models suited to public sector organizations. The goal is to enable coherent business design across the government with a formal, standards-based approach that will guide and expedite business transformation to meet the government’s high-level business objectives. BTEP is being developed in the Chief Information Officer Branch of the Treasury Board of Canada Secretariat.

The BTEP toolkit contains five basic elements: a Transformation Roadmap, which allows business owners to locate where they are on a “maturity curve” towards transformation; the BTEP Transformation Framework, which organizes and classifies the set of models that are required to define a business, be it for a department, a program or a client segment; the Governments of Canada Strategic Reference Models (GSRM), which contain authoritative and re-usable business models, designs and patterns; “Enablers”, which are logical groupings of core business capabilities – the core competencies of government that enable interoperability and improve client facing services; and the BTEP Design and Planning Methodology, an overall process methodology for transformation (the focus of this document). A sixth element currently in development is a transformation governance model that could be supported by an office of strategic management and alignment.

## 1.2 Document Purpose

This document describes the first release of the BTEP Design and Planning Methodology, which is the overall process methodology for business transformation. It is intended to be used by business transformation teams responsible for producing transformation project deliverables. These teams typically include a project manager, business analyst, transformation specialist, as well as business designers and modellers. The methodology enables the people fulfilling these roles to coordinate and carry out their work, and ensures that the business architect knows what to model and design.

For an overview of the methodology to understand the type of work done during BTEP Strategic Design and Planning projects and how it unfolds over time, as well as the specific roles of team members doing the work, please read the following:

- Section 1     Introduction**
- Section 2     The BTEP Design And Planning Methodology Overview**
- Section 3     The BTEP Strategic Design And Planning Methodology Overview**
- Section 7     Roles**

Once they have reviewed the entire document, depending on their project role, business transformation team members should focus on one of the following



sections for a more detailed understanding of the BTEP transformation deliverables and the appropriate templates they will need to use:

- Section 4**    **Delivery Stream (also read the BTEP Practitioner Handbook)**
- Section 5**    **Management Stream**
- Section 6**    **Alignment Stream**
- Section 7**    **Roles**

Additional detail information is included in the appendices:

- Appendix A**    **Complete Deliverables List**
- Appendix B**    **Primary Deliverable Tables of Content**

## 2 The BTEP Design and Planning Methodology Overview

The BTEP Design and Planning Methodology covers the entire BTEP Transformation Framework, which encompasses all aspects of business transformation from visioning and strategic design to information systems solutions.

The BTEP Transformation Framework is used to organize a blueprint and agenda for transformation.

The **blueprint** is comprised of “point in time” models of the business – models for the current “as-is” view of the business, and one or more future target states or “to-be” views (e.g., 5 years out, and 10 years out). These models are associated with the grid portion of the framework, which is comprised of thirty “cells” in five columns – the what, how, where, who, when and why of the enterprise or business process – and six rows, from the contextual to the operational.

The **agenda** defines how the business is going to get from the “as-is” state to the target “to-be” state. It is a set of transformation deliverables – the products needed to plan, resource, communicate and execute transformation. These are the outputs produced on a step-by-step basis using the BTEP methodology that support progressive decision-making to actually accomplish the business transformation.

The relationship between the blueprint and agenda is illustrated below.

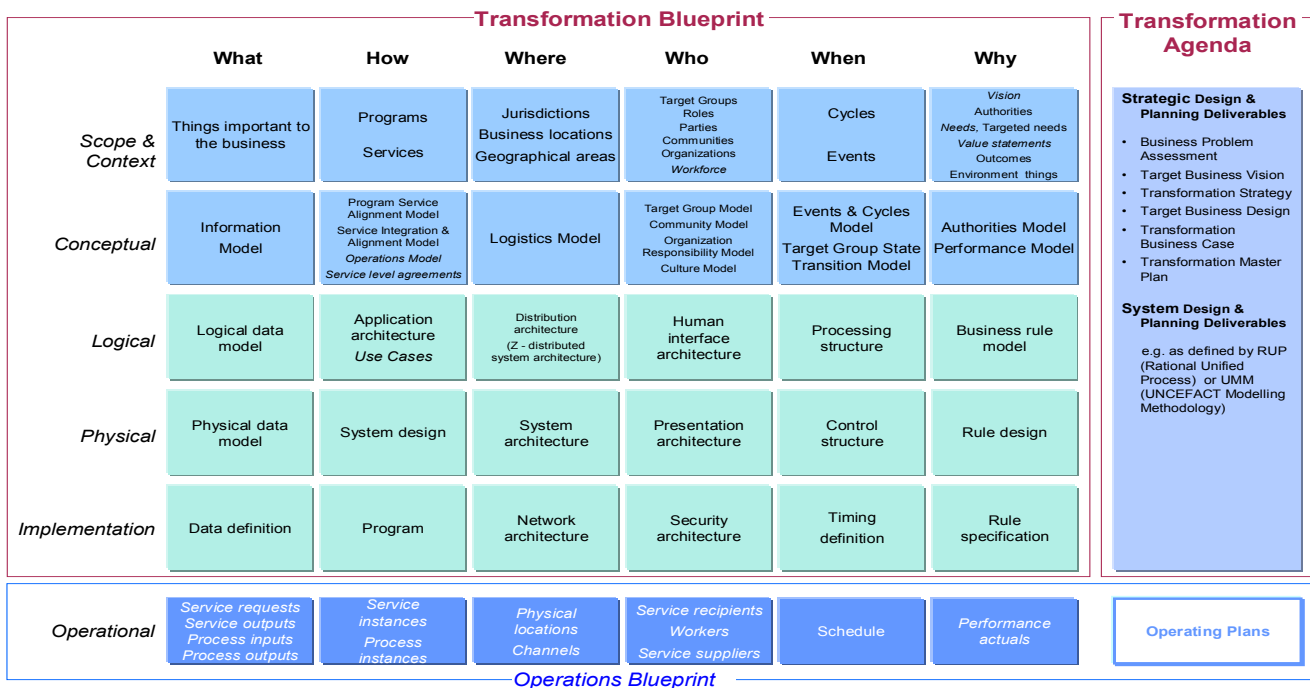


Figure 1: BTEP Framework

More information about the BTEP Transformation Framework can be found in the BTEP Transformation Framework document. Practitioners should note that they do not have to worry about actively “populating the framework” – using the methodology as prescribed automatically accomplishes this.

The BTEP Design and Planning Methodology has two integrated parts:

1. The BTEP **Strategic** Design and Planning Methodology, which aligns with the top two rows of the BTEP Transformation Framework and is the focus of this document. The deliverables produced using it also enable a project to move from row two to row three.
2. The BTEP **System** Design and Planning Methodology, which when completed, will align with rows 3 to 5 of the BTEP Transformation Framework.

Where Strategic Design and Planning work actually fits in public sector business transformation is depicted in the chart below. It shows the three main levels of transformation as horizontal bands – governments of Canada wide (i.e., across municipal, regional, provincial/territorial and federal, or G<sub>s</sub>OC); individual planning projects (e.g., public safety), and specific implementation projects that flow from a planning project (e.g., authentication and registration, enhanced border control, and law enforcement agency database interoperability).

Using the Strategic Design and Planning Methodology brings order, rigour and consistency to work in the middle band, where planning projects create strategic designs and master implementation plans for transformation. As a result it ensures that specific implementation projects are aligned with and support high level outcomes from transformation required within and across governments.

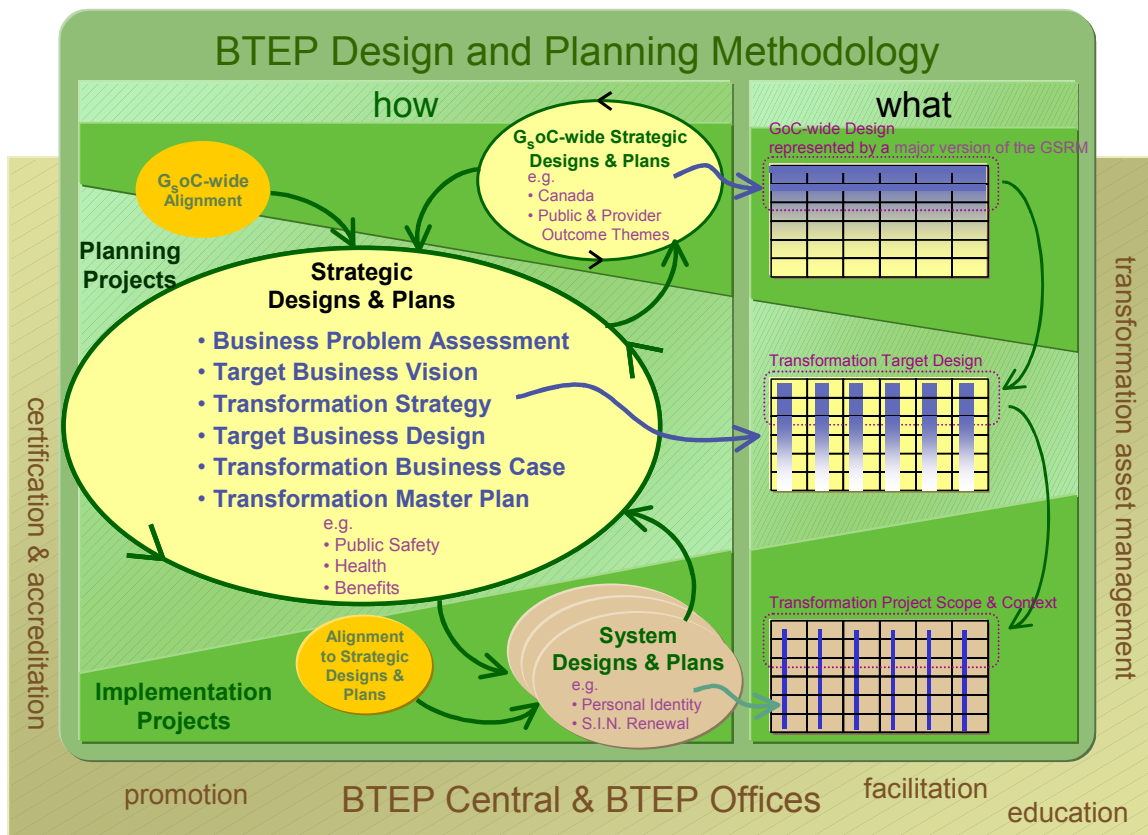


Figure 2: BTEP Methodology in Context

Designs and plans at each level constrain those at the level below. They also align to and refine those at the level above. The final level always contains the implementation projects. The vertical “how” section illustrates the iterative nature and the phases of design and planning at the strategic level. The “what” side shows that, at the G<sub>o</sub>C wide and planning levels, the strategic designs are broad and shallow and cover many programs in little detail. At the implementation level, projects’ design scope is narrower than that at the level above, but fully detailed all the way to specification.

The chart also illustrates the enabling role played by BTEP Central and BTEP Offices, which provide general methodology development and support functions including promotion, facilitation, education, transformation asset management, and certification and accreditation.

### 3 The BTEP Strategic Design and Planning Methodology Overview

The BTEP Strategic Design and Planning Methodology, the first release of the BTEP Design and Planning Methodology, aligns with the top two rows of the BTEP Transformation Framework. It brings together concepts and best practices that have proven essential to successful business transformation projects – delivering aligned, whole of government strategic designs and plans, in a manner conscious of time and cost, that when implemented achieve desired results early and continuously throughout the transformation.

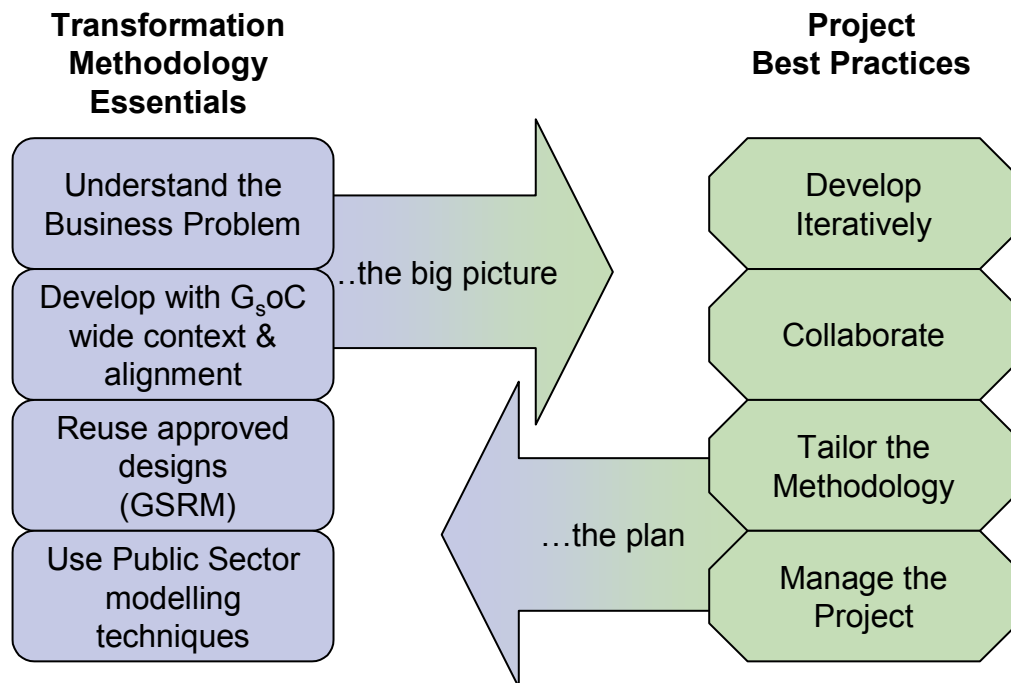


Figure 3: Transformation Essentials and Best Practices

### 3.1 Transformation Essentials

The following sections describe the essential lessons learned for successful business transformation:

#### 3.1.1 Understand the Business Problem

Often, technology solutions have been implemented without understanding the underlying business problem they are intended to address. This is akin to treating the symptoms but not curing the underlying ailment. BTEP Strategic Design and Planning addresses the critical need to articulate the business problem as clearly and broadly as possible, in terms of client needs that are unmet or poorly met in the current “as is” state. Defining the business problem correctly in terms of desired business outcomes allows greater latitude in terms of determining what can solve it, opening the door to innovation that might not otherwise be pursued.

**“It’s very easy to look at a fuzzy situation and, based on scant experience, assume you know everything about it,” David Schmaltz, author of *The Blind Men and the Elephant: Mastering Project Work* (Berrett-Koehler, 2003).**

### **3.1.2 Develop with G<sub>s</sub>oC wide context & alignment**

BTEP Strategic Design and Planning is always mindful of the connections and alignment both horizontally within the Government of Canada and across jurisdictions (i.e., G<sub>s</sub>oC). Because each transformation project starts by determining its scope “footprint” on the G<sub>s</sub>oC Top Model which involves alignment with the program field and service output categories of the GSRM, development “in context” is assured from the outset. Furthermore, the GSRM facilitates the cataloguing and re-use of designs that support the same types of programs and/or services delivered to the same clients, further strengthening the G<sub>s</sub>oC wide merits of using the methodology. Transformation Frameworks to focus the transformation project also assure appropriate alignment and partitioning in the G<sub>s</sub>oC wide context.

### **3.1.3 Use Public Sector modelling techniques**

Models used to depict complex processes and their interrelationships help shape understanding of both a problem and its solution, and aid in comprehension of complex businesses that would not otherwise be easily understood in their entirety. As a consequence, model-driven design ensures that business and information systems support business goals and objectives

BTEP Strategic Design and Planning incorporates models and modelling techniques developed and proven in the public sector. They make important elements of the business and their inter-relationships explicit in a way that maintains a direct and clearly apparent connection to the client need being addressed. These modelling techniques provide for the consistent analysis of business processes across different types of programs and services independent of administrative structures, and allow the government’s business goals to be clearly defined and described to the business and systems designers and architects who will effect transformation. Because BTEP Strategic Design and Planning models use public service language, senior government executives are better able to understand business transformation proposals because these are described and depicted using concepts and terminology they recognize.

### **3.1.4 Reuse approved designs**

The GSRM represents the catalogue of business designs built using public sector modelling techniques. It is populated as transformation projects move through mapping current (“as-is”) and future (“to-be”) designs for programs, services or organizations. Because it facilitates the re-use of designs that support the same types of programs and/or services, over time, the rigour and consistency of designs and the speed with which they can be implemented will improve.

## **3.2 Best Practices**

BTEP Strategic Design and Planning incorporates the following proven approaches to successful transformation project work.

### **3.2.1 Develop Iteratively**

BTEP Strategic Design and Planning is a controlled iterative methodology, based on the following principles:

- Products are developed concurrently, rather than sequentially, as it is highly beneficial to be able to refine a previous product through work on a subsequent product. Most good project work proceeds in this manner, in spite of “waterfall” plans that show otherwise.

- Work through the transformation project life cycle as far as planned in each iteration using a subset of the full work scope. Each iteration expands the scope and level of resolution of the last.
- The expected results of iterations are defined in advance to ensure convergence. Iterations that are more immediate have more definition than those that are more remote.
- Iterations are planned using a coherent and appropriate prioritization method.

For transformation work, where the destination isn't fully known in advance, the iterative process provides many benefits:

- It tolerates “fuzzy” requirements at the outset, which are subsequently clarified as knowledge increases.
- It allows risks to be mitigated earlier, and unsuspected risks to be discovered and addressed.
- It allows the organization to learn and improve (team members can learn along the way, and various competencies and specialties are more fully employed during the whole lifecycle)
- It facilitates reuse - because it's easier to identify common parts as they are partially designed or implemented, compared to having to identify all commonality up front.
- It results in higher quality deliverables, because flaws can be detected in early iterations, and errors and omissions can be corrected and clarifications made over several iterations.
- It tolerates tactical changes – for example, to incorporate information gleaned from early spin-off projects, and to improve and refine the methodology and schedule along the way.

### **3.2.2 Collaborate**

BTEP Strategic Design and Planning is a collaborative methodology that recognizes there are significant business benefits to be gained when transformation projects involve many organizations at multiple levels of government. The objective of good collaboration is to create a “change coalition” among those who are committed to working out how to optimize the transformation project.

Collaboration is built into BTEP Strategic Design and Planning through deliverables such as Collaboration & Consultation plans and MOUs; the clear definition and assignment of Roles to the project participants; use of facilitated workshops to gather information and vet designs, and circulation of appropriate deliverables for stakeholder input.

### **3.2.3 Tailor the Methodology**

BTEP Strategic Design and Planning is a methodology that can be adapted to suit the needs of any government business transformation project. It is general and comprehensive enough to be used "as is" by organizations that do not have a very strong process culture. However, any adopting public sector organization can adjust it to accommodate the specific needs, constraints, and history of its organization, culture, and operating environment. The methodology is flexible enough to fit the project rather than the project having to fit the methodology, while formal enough to meet the goal of helping business and systems designers and architects create whole of government designs aligned to the G<sub>3</sub>oC Top Model.

*“Create the guiding coalition” is step 2 in J.P. Kotter’s eight-step change process; published in his book **Leading Change** (Harvard Business School Press, 1996)*

The BTEP Strategic Design and Planning methodology specifies a minimum set of iterations and milestones, which can be expanded for larger projects. The BTEP Transformation Framework specifies a minimum set of mandatory models and deliverables to ensure alignment. Additional models and deliverables can be added to a strategic design for a transformation initiative depending on its scope or objectives. Additional reports can also be specified to meet specific communication needs of the project or its stakeholders.

BTEP Strategic Design and Planning “route maps” will be developed over time to document tested, reusable BTEP project plans, selected deliverables and workshop formats, applicable to specific types of transformation projects.

### **3.2.4 Manage the Project**

BTEP Strategic Design and Planning leverages components of the Enhanced Management Framework (EMF) including project and risk management.

The project charter and plan are developed during the start-up phase, and are maintained and managed throughout the project. They comprise all the information required to plan the project schedule and resource needs, and to track progress against the schedule.

The project charter creates a compelling argument for why the transformation project is needed. It is brief and concise to make it easy for project team members to understand and remember, while clearly stating expectations of the project stakeholders. At major milestones, the project charter is re-examined to see if estimates of expected deliverable completion and costs are still accurate, and whether the project should be continued.

The project plan for any BTEP Strategic Design and Planning project is a multi-level plan – a set of plans at different levels of detail. Executives and stakeholders are interested in high-level planning information, such as the overall budget and schedule and high-level phase plan. The project manager and project team both need very detailed iteration plans in order to execute and manage the project. These different levels of detail also support effective project planning, since they combine high-level (top-down) and detailed (bottom-up) planning to iteratively refine the project plan.

Risk management is an essential component of project management that benefits from iterative development. At the end of each iteration, activities and deliverables are assessed, and risks are re-evaluated. This information feeds into the detailed plans and completion criteria for the next iteration.

## **3.3 Methodology Elements**

The Methodology is composed of four principle elements: Products, Work Products, Work Breakdown Structure, and Roles. These represent the static aspect of the methodology.



### 3.3.1 Methodology Elements Diagram

The methodology elements and relationships among them are depicted in Figure 4.

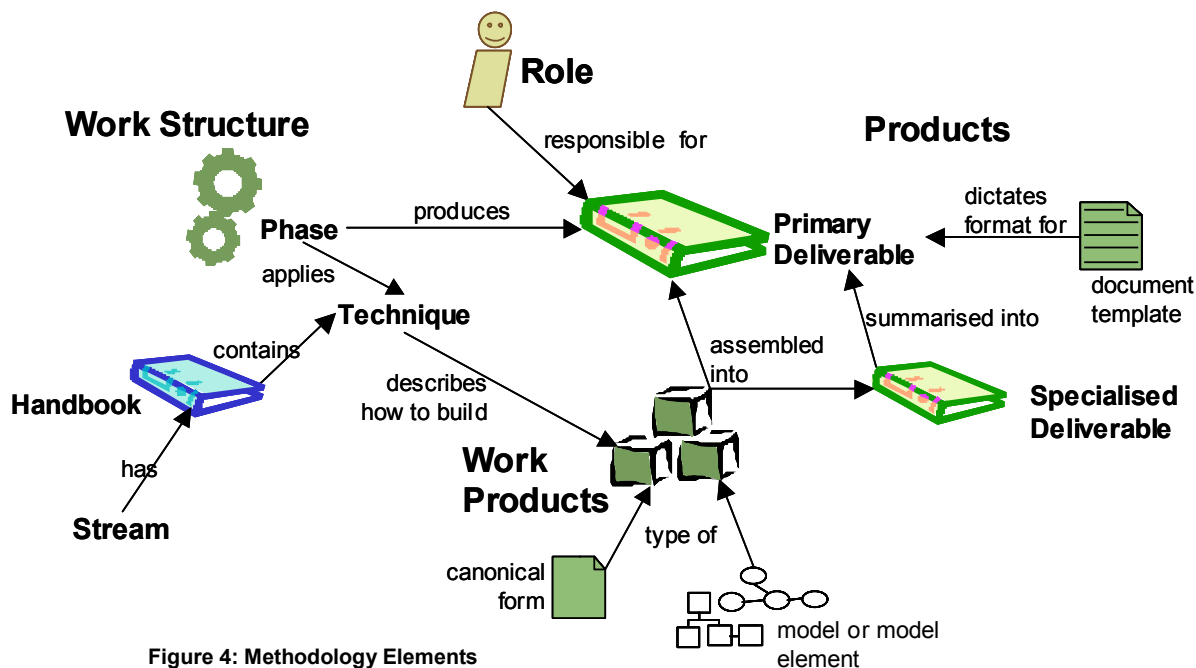


Figure 4: Methodology Elements

### 3.3.2 Products

Products are the tangible results of executing the methodology. Some products have intended audiences outside of the transformation project while others are internal. Some deliverables are primary: together, the set of primary deliverables covers the results of all activities. Specialized deliverables have a focused and sometimes more technical audience; their results are summarized in the primary deliverables. The BTEP Strategic Design and Planning Methodology provides Microsoft® Word document templates for all of the primary deliverables, which are:

- Project Charter
- Business Problem Assessment;
- Target Business Vision;
- Transformation Strategy;
- Target Business Design;
- Transformation Business Case;
- Transformation Master Plan; and
- Transformation Alignment Plan.

The BTEP Strategic Design and Planning Methodology also provides Microsoft® Word document templates for specialized deliverables, some of which are:

- Funding Proposal;
- Project Plan;
- Collaboration & Consultation Plan;
- Transformation Readiness Review;
- Operations Impact Assessment;
- Preliminary Threat and Risk Assessment;

- Preliminary Privacy Impact Assessment;
- Sustainability Strategy;
- Communication Plan;
- Risk Management Plan; and
- BTEP Engagement Report;

A complete list of deliverables and work products is contained in Appendix A.

It may be necessary to re-organize material contained in other products for a different purpose or target audience. Reports of this nature can be specified as needed by a particular transformation initiative. For example, a Business Plan can be constructed from elements of the Target Business Vision, Transformation Strategy and Target Business Design.

### **3.3.3 Work Products**

Work products are the building blocks that strategic design and planning activities produce, evolve, maintain or use as input. Types of work products include: canonical forms such as the Vision statement template; models, such as the contextual Program & Service Model, and model elements, that is, an element within a model such as a program, service, target group, etc...

Work products may be associated with one or more primary or specialised deliverables, where a section of the deliverable includes subsets or samples of work products or where information about models and model elements is extracted to include in a deliverable.

These are a *sample* of the work products of the Strategic Design and Planning Methodology:

- Problem Statement
- Environmental Assessment
- Vision Statement
- Business Scenarios
- Strategy Statement
- HR and Culture Strategies

### **3.3.4 Work Structure**

The work structure contains three levels: Streams, Phases, and Techniques. Streams differentiate the management and alignment activities from the delivery activities.

A phase is the largest portion of work. Each phase produces at least one primary deliverable and may produce one or more specialised deliverables.

For each primary and specialised deliverable, the methodology provides practical information about how to carry out the work in accordance with the transformation essentials and best practices described in sections 3.1 and 3.2. These are called techniques. Each technique describes how to build a specific work product, and contains concepts, guidance and tool tips as well as checklists for reviewing the work product. Techniques describe model-based work products containing modelling conventions and may reference UML or other notations. Some techniques may reference patterns of different types that are used as the basis for business design. Techniques are referenced from the handbook for the appropriate stream. These handbooks are described in section 3.3.6 BTEP Body of Knowledge.

More information about the primary and specialised deliverables can be found in section 4 Delivery Stream, section 5 Management Stream and section 6 Alignment Stream.

### **3.3.5 Roles**

Roles are defined by accountability and discipline. One participant may perform more than one role; some roles are performed by a set of participants working together as a team. The principle roles are:

- BTEP Guide
- Business Strategist
- Program Expert
- Business Designer
- Business Modeller
- Business Analyst
- IS Strategist
- Transformation Strategist
- Implementation Planner
- Alignment Architect
- Chief Architect

These, and other Delivery, Management and supporting roles, are described in section 7 Roles.

### 3.3.6 BTEP Body of Knowledge

The following graphic depicts the BTEP body of knowledge. Major subject areas align with the five elements in the BTEP toolkit, and are represented by the outlined boxes. The other boxes represent documents or materials within the subject area. Arrows show the relationships between subject areas and materials within them. In each subject area, the reader must be familiar with the overview material in order to use the more detailed materials (lower in the list) in an appropriate context.

Please refer to the BTEP Quick Start Guide for advice on which materials from the body of knowledge to reference.

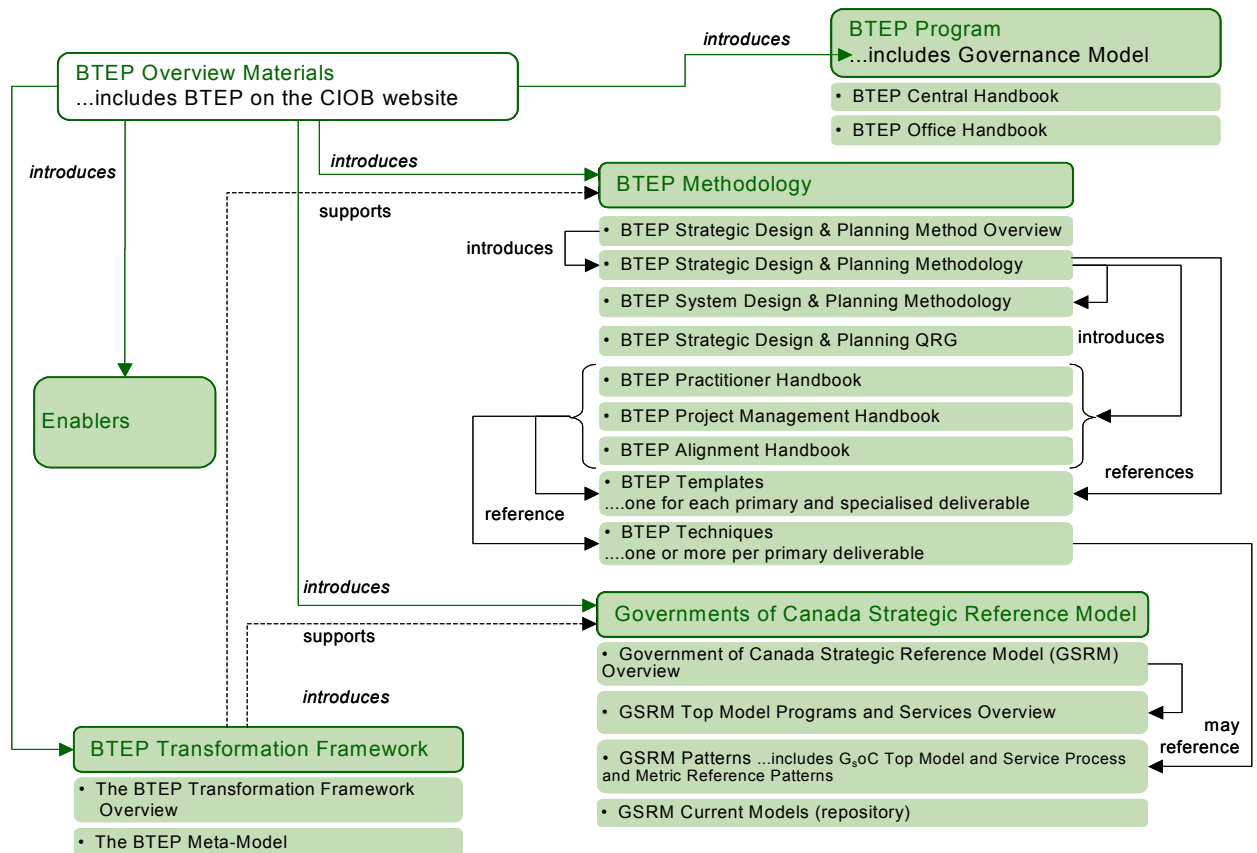


Figure 5: BTEP Body of Knowledge

## 3.4 Work Overview

The work overview represents the dynamic aspect of the methodology – how the methodology is applied over time, and is expressed in terms of streams, phases, iterations and milestones.

### 3.4.1 Streams and Phases

The method organizes work by three streams:

- Management
- Delivery, and
- Alignment.

Management and Alignment stream activities operate throughout the project lifecycle, in support of the Delivery stream. Primary Management stream

deliverables are the Project Charter and Project Assessment. The Alignment stream primary deliverable is the Transformation Alignment Plan.

Within the Delivery stream, the work is divided into five phases: Vision, Strategy, Design, Business Case and Plan. Each phase has one primary deliverable, except the Vision phase, which has two. This is shown in the table below.

<b>Delivery Phase</b>	<b>Purpose</b>	<b>Primary Deliverable</b>
<b>Vision</b>	Forming a coalition for change based on consensus around motivation to change and the end-state vision	Business Problem Assessment Target Business Vision
<b>Strategy</b>	Setting the direction for definition and transition	Transformation Strategy
<b>Design</b>	Defining the end state in sufficient detail for transition projects to proceed to system planning and design	Target Business Design
<b>Business Case</b>	Providing the detail proof that the transition is both required and feasible	Transformation Business Case
<b>Plan</b>	Defining the set of transformation projects that will build to the target	Transformation Master Plan





Planning the work for any BTEP project involves developing and maintaining an overall phase plan, showing how the major phases are laid out in the project timeframe calendar, and the expected number of iterations within each phase. Once the phases have been laid out, the actual content of the iterations is determined. The planning process itself is iterative; when planning content and completion criteria for a particular iteration, the phase plan may be revisited to adjust iteration duration.

At the completion of a phase, each of the primary deliverables will be at a predetermined level of completion. This defines the phase milestone. Together, the five phases comprise a single major iteration. The first major iteration of a BTEP strategic design and plan is the most challenging because it lays the foundation for subsequent iterations. One of BTEP’s objectives in the area of management and comptrollership is to build ongoing strategic design and planning into each new business design so business transformation capacity becomes integral to the ongoing operation of the business. In practice, this means that a new major iteration would begin each time a previous one “ends” for as long as the business is operating.

The graphic below illustrates the schedule durations of the phases in a major iteration, along with the major milestones. There are 4 major milestones, or gates, where “go/no-go” decisions are taken.

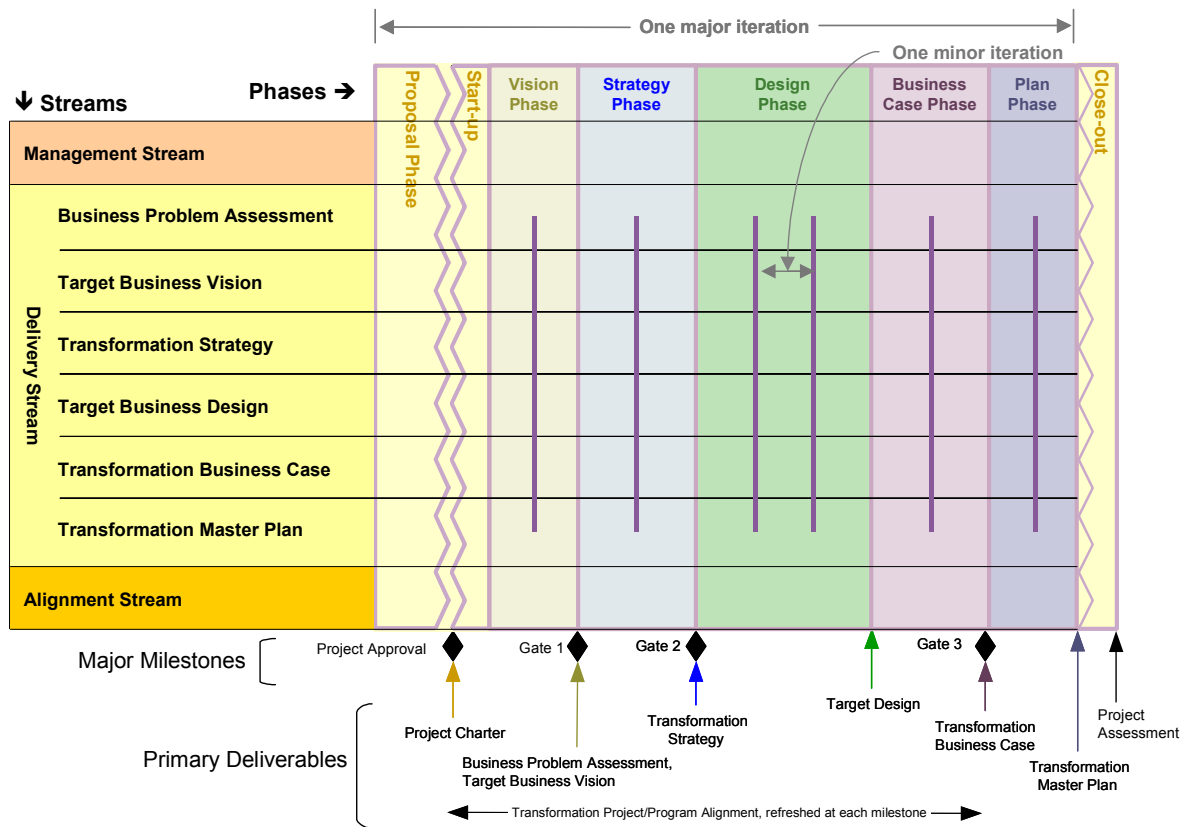


Figure 8: Phases, Streams, Iterations and Milestones



### 3.4.5 Phase - Product Completion Rate

The level of completion of primary deliverables at phase milestones is depicted below. In general, a phase is complete when its primary deliverables are at the 80% completion level (with the exception of the Plan phase, where all deliverables are fully completed).

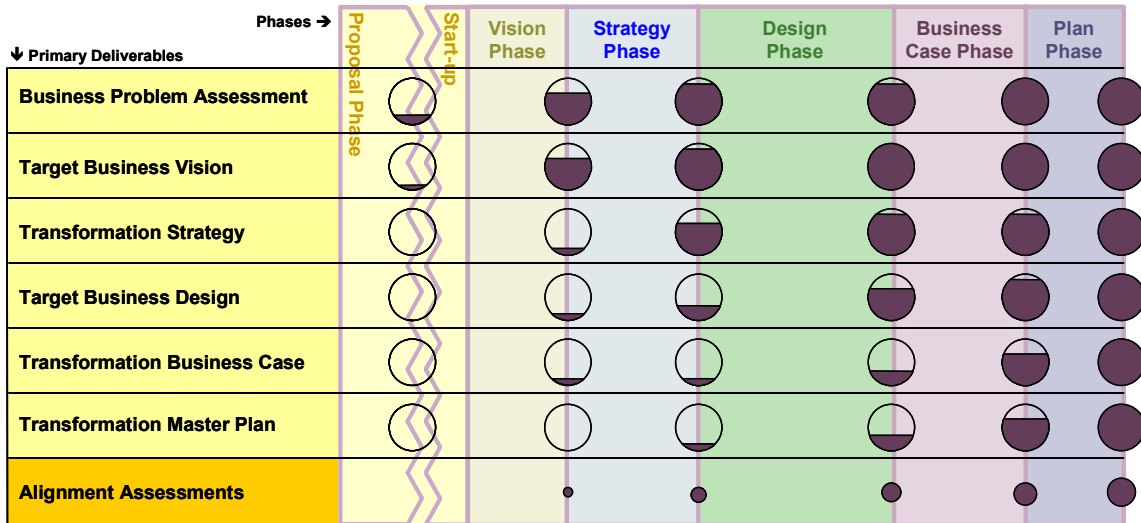


Figure 9: Phase – Product Completion Rate (also known as “the bubble chart”)

### 3.4.6 Fundamental Iteration Structure

There is an underlying structure, illustrated below, for all iterations of BTEP Strategic Design and Planning, no matter how early or late they occur in the life of the project. This structure is based on a natural order of discovery and development of the elements in rows 1 and 2 of the BTEP Transformation Framework, regardless of the breadth or depth of the transformation initiative. It is used to help plan the actual content of each iteration and can be thought of as defining what BTEP Transformation Framework elements are being used to fill up the “bubbles” shown in the previous chart.

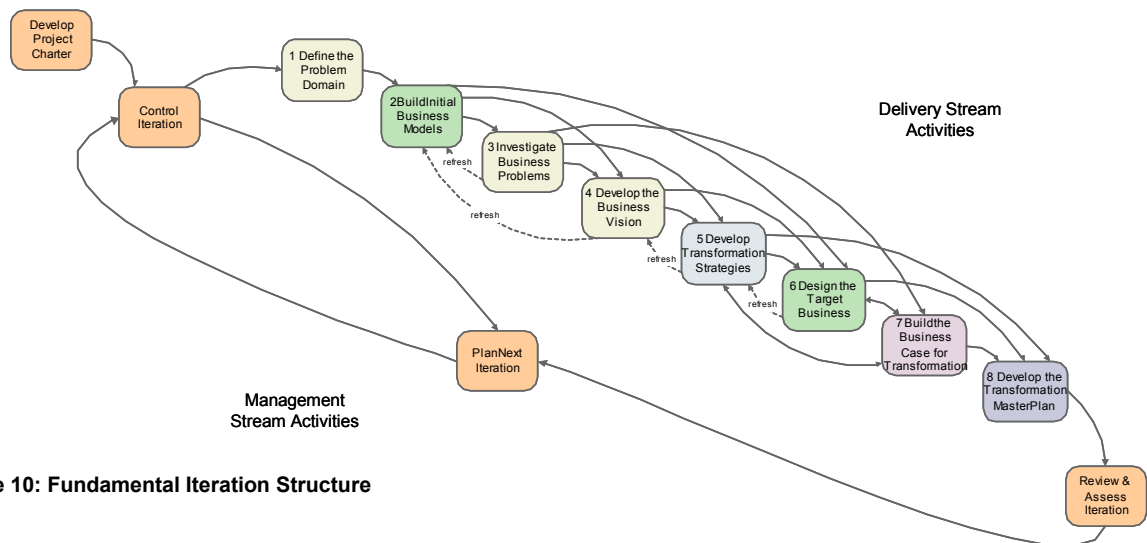


Figure 10: Fundamental Iteration Structure

The BTEP Practitioner’s Handbook uses this structure to sequence work to be carried out, introducing each BTEP Transformation Framework element as and when needed, and identifying the techniques to be applied. It begins with defining the problem domain (i.e. setting initial scope by Program Field and Jurisdiction mapping, represented by selecting rows of the G<sub>5</sub>oC Top Model and the Jurisdictions that have programs in those Program Fields), and continues from there.

This structure is being tested on early adopter projects that are conducting iterations in the Vision phase. Activities to build work products in support of deliverables that reach completion in later iterations will be refined in later versions of this Methodology as more testing is conducted, and early adopter projects proceed beyond the Vision phase.

### 3.4.7 Early spin-off of implementation projects

Since each minor iteration delivers parts of most or all of the strategic design and planning deliverables at some level of completion, it is possible to spin-off projects to build or test detailed design work in a tightly scoped area while iterations continue at the strategic level. This is shown by the graphic below.

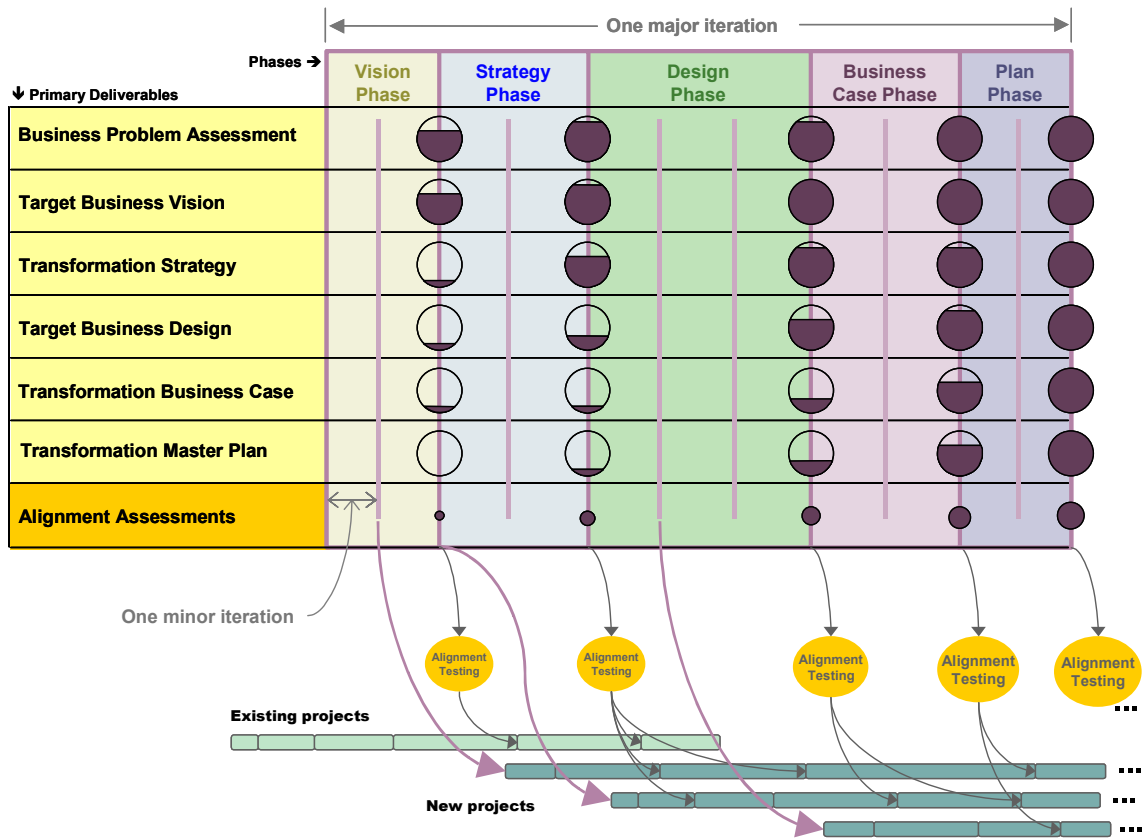


Figure 11: Early Spin-off Implementation Projects

## 4 Delivery Stream

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### 4.1 Primary Deliverables

(Tables of content for the primary deliverables are provided in Appendix B.)

#### 4.1.1 Business Problem Assessment

“Examining the drivers motivating us to transform”

**Description:** This primary deliverable describes the gap between experience and desired outcomes that may be narrowed or closed by business transformation. It delineates the problem domain in business terms: the target group, target group needs, programs and delivery partners and suppliers that will be impacted by the transformation initiative. It includes an assessment of the operational environment, both internal and external, covering both positive and negative factors. These factors are grouped under: strengths, weaknesses, opportunities, threats, values and trends.

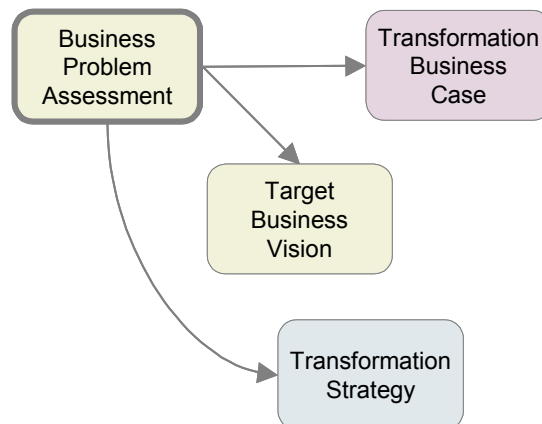
**Input:** Dissatisfaction with current or projected program delivery

**Primary Deliverable Template:** BTEP Template - Business Problem Assessment

##### 4.1.1.1 Relation to other primary deliverables (dependencies)

The Business Problem Assessment is triggered by an outside business event that indicates dissatisfaction with current or projected program delivery.

Target Business Vision, Transformation Strategy and Transformation Business Case depend on accepted Business Problem Assessment.



##### 4.1.1.2 Roles:

- Business Strategist
- Program Expert
- Chief Architect
- Business Designer
- Business Analyst
- IS Strategist

## 4.1.2 Target Business Vision

“Describing the post-transformation steady state of new or improved business program(s) that meet stakeholders’ real needs”

**Description:** Given direction to develop a vision based on a Business Problem Assessment, this primary deliverable defines a transformed business, designed to deliver the desired business outcomes, with sufficient details for the Program Executive to obtain stakeholder buy-in and to commit to Transformation Strategy development. The vision includes a description of the business features and innovations that will help transform the business, along with sample performance measures that will indicate that the transformation has been accomplished. Business scenarios are included to help convey the vision to the audience in practical terms.

**Input:** Business Problem Assessment

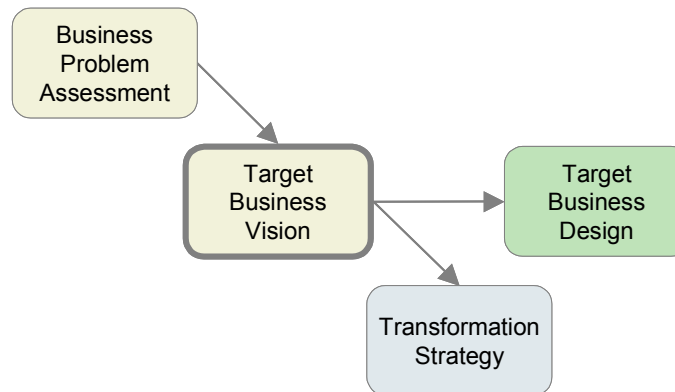
**Primary Deliverable Template:** BTEP Template – Business Target Vision

### 4.1.2.1 Relation to other primary deliverables (dependencies)

Target Business Vision depends on accepted Business Problem Assessment.

Transformation Strategy depends on endorsed Target Business Vision.

Target Business Design depends on endorsed Target Business Vision.



### 4.1.2.2 Roles:

- Business Strategist
- Program Expert
- Chief Architect
- Business Designer
- Business Modeller
- Business Analyst
- IS Strategist

## 4.1.3 Transformation Strategy

“What will be done to effect the transformation.”

**Description:** Given an endorsed Target Business Vision, this primary deliverable develops the strategy to achieve the transformation of the business from “as-is” to the target state. It includes strategy statements, assumptions, principles and constraints to direct both target design and development of the

transformation master plan (i.e. implementation). Design strategies will cover all aspects (columns) of the BTEP Transformation Framework (i.e., what, how, where, who, when and why) and implementation strategies will cover the aspects of budget, resources, timeframes and risk of the transformation.

**Input:** Business Problem Assessment, Target Business Vision

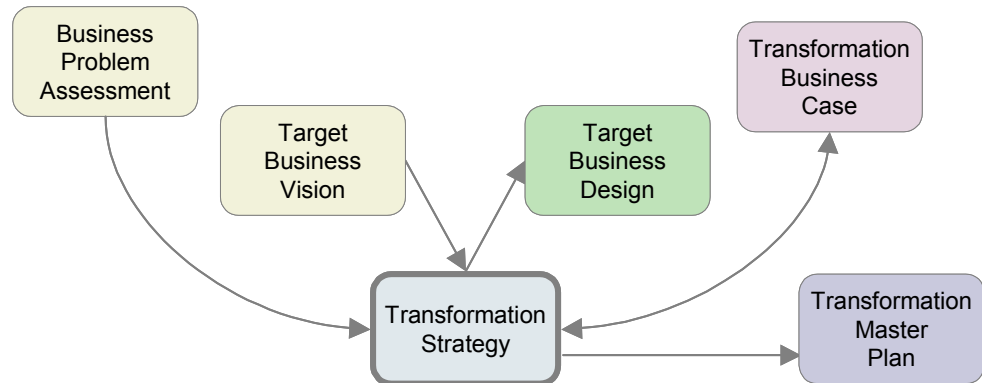
**Primary Deliverable Template:** BTEP Template – Transformation Strategy

#### 4.1.3.1 Relation to other primary deliverables (dependencies)

Transformation Strategy depends on accepted Business Problem Assessment and Target Business Vision.

Transformation Strategy informs Target Business Design and Transformation Master Plan.

Approval of Transformation Strategy must follow approval of recommended alternative from the Transformation Business Case.



#### 4.1.3.2 Roles:

- Business Strategist
- Program Expert
- Chief Architect
- Business Analyst
- IS Strategist
- Transformation Strategist

#### 4.1.4 Target Business Design

“The components of the new or improved business program(s) and their relationships to each other and to other business components”

**Description:** Given an endorsed Target Business Vision, this primary deliverable describes the design of the transformed business both in summary description and through models that illustrate how the business will operate.

**Input:** Target Business Vision, Transformation Strategy

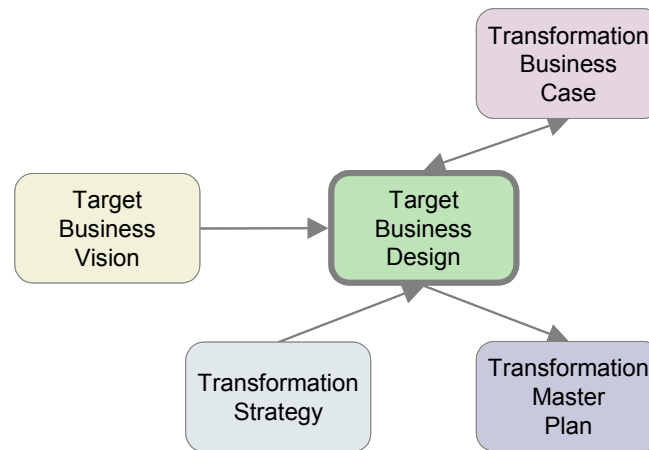
**Primary Deliverable Template:** BTEP Template – Target Business Design

#### 4.1.4.1 Relation to other primary deliverables (dependencies)

Target Business Design depends on an endorsed Target Business Vision and Transformation Strategy.

Approval of Target Design must follow approval of recommended alternative from the Transformation Business Case.

Target Business Design informs Transformation Master Plan.



#### 4.1.4.2 Roles:

- Program Expert
- Chief Architect
- Business Designer
- Business Modeller
- IS Strategist
- Alignment Analyst

### 4.1.5 Transformation Business Case

“Provides the necessary information to determine whether the transformation is a worthwhile investment”

**Description:** This primary deliverable provides justification for the transformation and establishes constraints around costs and risk to be incurred. The business case determines the combinations of design and implementation strategies that are worthwhile investigating as alternatives, then considers the designs and plans for these alternatives with respect to their associated costs, benefits and risks.

**Input:** Business Problem Assessment, Target Business Design, and Transformation Strategy

**Primary Deliverable Template:** BTEP Template – Transformation Business Case

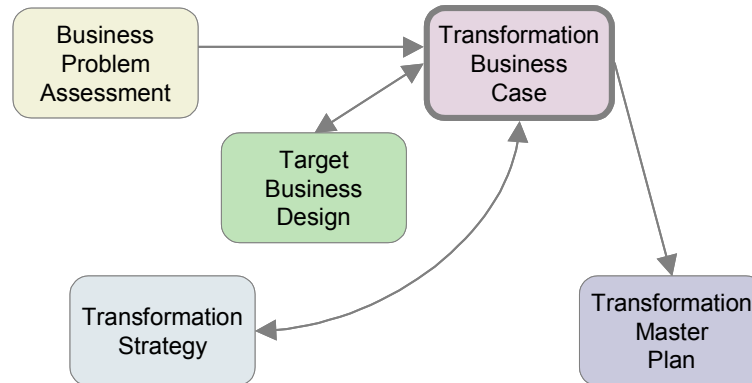
#### 4.1.5.1 Relation to other primary deliverables (dependencies)

Business Problem Assessment informs the Transformation Business Case.

Transformation Business Case interprets viable alternatives for both Target Business Design and Transformation Strategy deliverables to be completed.

Recommended alternative is required for completion of both Target Design and Transformation Strategy.

Transformation Master Plan completion depends on approved Business Case.



#### 4.1.5.2 Roles:

- Business Strategist
- Program Expert
- Chief Architect
- Business Analyst
- IS Strategist
- Transformation Strategist

### 4.1.6 Transformation Master Plan

“How the transformation will be carried out”

**Description:** This primary deliverable analyses impact and readiness for the change, and details the plans required to move to the recommended design, following the recommended strategy. This includes components on policy, standards, privacy, operations, threat and risk assessment, project priorities, governance, risk management, sustainability strategy, and communications strategy.

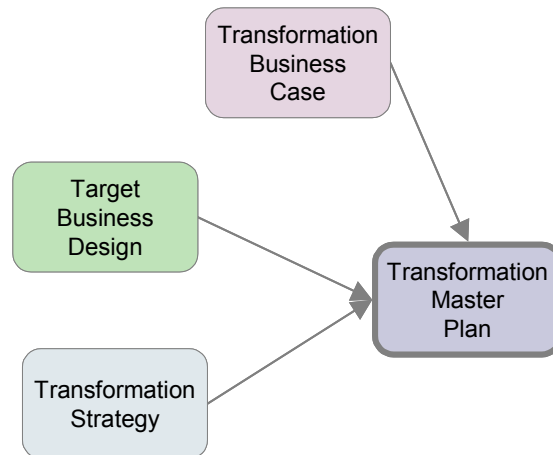
**Input:** Transformation Strategy, Target Business Design, and Transformation Business Case

**Primary Deliverable Template:** BTEP Template – Transformation Master Plan

#### 4.1.6.1 Relation to other primary deliverables (dependencies)

The first iteration of Transformation Master Plan depends on the first iteration of Target Business Design and an endorsed Transformation Strategy.

Completion of the Transformation Master Plan depends on an approved Business Case.



#### 4.1.6.2 Roles:

- Business Strategist
- Program Expert
- Chief Architect
- Business Analyst
- IS Strategist
- Transformation Strategist
- Planner

## 4.2 Specialized Deliverables

### 4.2.1 Transformation Readiness Review

**Description:** This specialized deliverable describes the readiness of the organization to effect the transformation, and provides any recommendations as required.

**Deliverable Template:** BTEP Template – Transformation Readiness Review

**Supports Primary Deliverable:** Transformation Business Case

### 4.2.2 Operations Impact Assessment

**Description:** This specialized deliverable defines the impact on current operations during the transformation (e.g., key people are away from operations to work on the project; a freeze on system changes; need to do training for transitional changes, etc.)

**Deliverable Template:** BTEP Template – Operations Impact Assessment

**Supports Primary Deliverable:** Transformation Business Case

### 4.2.3 Preliminary Threat and Risk Assessment (PTRA)

**Description:** This specialized deliverable provides a preliminary assessment of the threats and risks of the transformation, including a statement of sensitivity which assesses the sensitivity of the information that is in the transformation scope.

**Deliverable Template:** see TBS document - Management of IT Security Standard (MITSS)



**Supports Primary Deliverable:** Transformation Business Case

#### **4.2.4 Preliminary Privacy Impact Assessment (PPIA)**

**Description:** This specialized deliverable provides a preliminary assessment of the privacy impacts of the transformation including data clusters and risks.

**Deliverable Template:** [http://www.cio-dpi.gc.ca/pgol-pged/ppia-epfvp/prelim-temp-modl/prelim-temp-modl00\\_e.asp](http://www.cio-dpi.gc.ca/pgol-pged/ppia-epfvp/prelim-temp-modl/prelim-temp-modl00_e.asp)

**Supports Primary Deliverable:** Transformation Business Case

#### **4.2.5 Sustainability Strategy**

**Description:** This specialized deliverable defines how to sustain the transformation and keep the organization from reverting to the old business design.

**Deliverable Template:** BTEP Template – Sustainability Strategy

**Supports Primary Deliverable:** Transformation Master Plan

## 5 Management Stream

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Management deliverables are only described where something beyond standard practices is required.

### 5.1 Primary Deliverables

#### 5.1.1 Project Charter

“Documenting the agreement that enables the project to work towards its objectives and produce its deliverables”

**Description:** This primary deliverable defines the scope of the project, and records the commitment from all affected groups and individuals associated with a specific project.

**Input:** Dissatisfaction with current or projected program delivery

**Primary Deliverable Template:** BTEP Template – Project Charter

### 5.2 Specialized Deliverables

#### 5.2.1 Funding Proposal

**Description:** This specialized deliverable documents a proposal to obtain organizational commitment of resources (e.g., people, funds, executive support) to starting the transformation initiative.

**Deliverable Template:** BTEP Template – Funding Proposal

**Supports Primary Deliverable:** Project Charter

#### 5.2.2 Project Plan

**Description:** This specialized deliverable defines the scope of the project in more detail and describes how the project will be delivered – e.g., high level schedule for the whole project.

**Deliverable Template:** BTEP Template – Project Plan

**Supports Primary Deliverable:** Project Charter

#### 5.2.3 Collaboration & Consultation Plan

**Description:** This specialized deliverable identifies the ways and means to reach out and include all affected stakeholders, identifying who should be involved, when, how and the frequency of engagement.

**Deliverable Template:** BTEP Template – Collaboration and Consultation Plan

**Supports Primary Deliverable:** Project Charter

#### 5.2.4 Communication Plan

**Description:** This specialized deliverable defines the types of messages to be disseminated, the medium (e.g., web), frequency, and who is responsible for communicating.

**Deliverable Template:** BTEP Template – Communication Plan

**Supports Primary Deliverable:** Project Charter

### **5.2.5 Risk Management Plan**

**Description:** This specialized deliverable defines how risks will be managed on the transformation initiative, the tools used, and reporting mechanisms.

**Deliverable Template:** See IRMF (Integrated Risk Management Framework)

**Supports Primary Deliverable:** Project Charter

### **5.2.6 Configuration Management Plan**

**Description:** This specialized deliverable defines how and what items will be configuration managed, the approval/release process, tools used, reporting mechanisms, etc. For example, one is required to manage the GSRM repository, which contains current and historical versions of the GSRM elements that define a particular version of a design.

**Deliverable Template:** see your organization's Configuration Management Process

**Supports Primary Deliverable:** Project Charter

### **5.2.7 Iteration and Phase Assessments**

**Description:** This specialized deliverable evaluates whether the objectives of the iteration/phase were met, identifies any lessons learned and makes recommendations to resolve issues.

**Deliverable Template:** BTEP Template – Iteration and Phase Assessments

**Supports Primary Deliverable:** Project Charter

### **5.2.8 BTEP Tailored Project Approach**

**Description:** This specialized deliverable records the way BTEP is being applied to the project, including renaming deliverables to meet standards in the sponsoring organization, partitioning of primary deliverables to cover the frameworks associated with the project, additional work products or reports being developed, “de-selection” of work products where the information is already available or is not applicable to the project, and so on.

**Deliverable Template:** BTEP Template – BTEP Tailored Project Approach

**Supports Primary Deliverable:** Project Charter

### **5.2.9 BTEP Engagement Report**

**Description:** This specialized deliverable evaluates the effectiveness of the methodology on this engagement, discusses lessons learned, and suggests enhancement to the overall process or individual techniques

**Deliverable Template:** BTEP Template – BTEP Engagement Report

**Supports Primary Deliverable:** Project Charter

### **5.2.10 Project Assessment**

**Description:** This primary deliverable is an evaluation of whether the objectives of the project were met, any lessons learned and recommendation to resolve any issues.

**Input:** Project Charter, project deliverables and work products from all streams

**Supports Primary Deliverable:** Project Charter

## 6 Alignment Stream

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Alignment deliverables are only described where something beyond standard practices is required.

### 6.1 Primary Deliverables

#### 6.1.1 Transformation Alignment Plan

“To outline how to assess the alignment of the transformation and related projects.”

**Description:** This primary deliverable describes how to assess the alignment of the transformation initiative to the GSRM and to any “higher level” transformation initiatives that constrain it, and to all related projects, including those spun-off from the transformation and those already underway in the same problem domain. This includes the type of alignment that must be evaluated (e.g., logistical or strategic), how the alignment is going to be assessed (e.g., at what points, based on what products/models, pass/fail criteria), and what types of findings or recommendations can be expected.

**Input:** Project Charter and documents for the umbrella transformation initiative providing information equivalent to BTEP primary deliverables (Target Business Vision, Target Business Design or Target Business Design, Transformation Master Plan)

**Primary Deliverable Template:** BTEP Template – Transformation Alignment Plan

### 6.2 Specialized Deliverables

#### 6.2.1 Project Alignment Assessment

**Description:** This specialized deliverable assesses the alignment of transformation work products throughout the project life cycle (i.e. all minor iterations within a major iteration) both to the GSRM and to any constraining transformation initiative(s), and recommends ways for achieving better alignment if necessary.

**Deliverable Template:** BTEP Template – Project Alignment Assessment

**Supports Primary Deliverable:** Transformation Alignment Plan

## 7 Roles

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A Role defines the behaviour and responsibilities of an individual or group of individuals working as a team. The behaviour is defined by a cohesive set of activities the role must perform. The responsibilities are related to the set of products produced by those activities, and whether they are created, modified or controlled by the role. The role can be thought of as a “hat” that can be worn by an individual during an iteration or phase. (An individual can wear more than one hat.) Each role will have a set of competencies that must be provided by an individual in order to be assigned to that role.

Roles in the Strategic Design and Planning Methodology fall into three groups: Delivery, Management and Other.

### 7.1 Delivery Roles

This group contains the roles required to carry out the delivery services.

#### 7.1.1 BTEP Guide

The BTEP Guide role ensures that the purpose behind the process is known and ensures that the team does what makes sense in order (or guides the team through the process, building an understanding of what needs to be done and how to get it done at each step). This role also ensures that the appropriate deliverables get produced, coordinates the activities of the team to ensure the best use of the team's collective skills in producing the deliverables, fosters relationships within and beyond the team, and provides leadership and direction to deliverable development.

#### 7.1.2 Business Strategist

The Business Strategist role provides business strategy and direction to the transformation initiative. This role is responsible for “blue-skying” business innovations, establishing new business features, identifying enablers applicable to the business domain and providing expert understanding of norms, trends, opportunities and threats in the business domain. This role is responsible for the Business Problem Assessment and Target Business Vision primary deliverables.

#### 7.1.3 Program Expert

The Program Expert role provides expert business understanding of current policy, current program operations and current target groups and needs. This role provides source information to the team, and is the liaison to user resources. This role may be further divided depending on the scope of the initiative. Example of specialized roles are:

The Legislative Strategist provides expertise on the government’s legislative processes, develops strategies to advance required legislative changes or reforms through the legislative process, develops plans for reviewing legislation and identifying impediments, and engages departmental officials in debating, devising and proposing new and innovative solutions to make legislation more flexible to meet new and emerging business needs

The Policy & Legislation Analyst role provides research, analysis and advice on issues related to specific policy areas.

The Program Researcher role provides research, analysis and briefings on program issues.

The Technical Research role provides expertise, analysis and briefings on technical issues.

#### **7.1.4 Chief Architect**

The Chief Architect role provides and champions design principles to ensure that business, technology and infrastructure designs are aligned and consistent across transformation initiatives and within the government context. The Chief Architect role oversees all transformation initiatives, is the final arbiter of design disputes and is the overall ‘keeper’ of the original design concept. The Chief Architect role ensures that all designs reflect an abstraction of the business that is derived from its ‘persistent value’ - that is, the essence of the business that remains constant despite changes in the environment. *In the context of the Government of Canada, this role must be filled by a TBS resource.*

#### **7.1.5 Business Designer**

The Business Designer role is responsible to specify business design at the contextual and conceptual levels, describing services, collaborations and capabilities for one or several programs. This role is responsible for the Target Business Design primary deliverable.

#### **7.1.6 Business Modeller**

The Business Modeller role builds appropriate contextual and conceptual models of the target business based on the description of the business from the business designer.

#### **7.1.7 Business Analyst**

The Business Analyst role provides knowledge of current program operation metrics and level of satisfaction of need. This role assesses strengths and weaknesses of delivery, supplier and partner organizations, analyzes current business operations using root cause analysis, and provides business forecasts (expected growth of target group population, expected change in take-up of program offerings etcetera). This role is responsible for the Transformation Business Case primary deliverable.

#### **7.1.8 IS Strategist**

The IS (Information Systems) Strategist role provides in-depth knowledge of e-Enabler strategies and designs as well as current norms, trends, opportunities and threats related to e-Enablers. This role is responsible for advising on the application of e-Enablers to the problem domain, based on level of interoperability to be achieved.

#### **7.1.9 Transformation Strategist**

The Transformation Strategist role is responsible for determining approaches to realize the transformation. This role develops strategies, assumptions, principles and constraints to direct both target design and development of the transformation master plan (i.e. implementation). Design strategies will cover all aspects (columns) of the BTEP Transformation Framework (i.e., what, how, where, who, when and why) and implementation strategies will cover the aspects of budget, resources, timeframes and risk of the transformation. This role is responsible for the Transformation Strategy primary deliverable.

### **7.1.10 Implementation Planner**

The Implementation Planner role establishes plans for managing and performing the transformation initiative and establishes high-level plans for transformation implementation projects. This involves developing time and resource estimates for the work to be performed, establishing dependencies, and defining the plan to perform the work.

### **7.1.11 Alignment Architect**

The Alignment Architect role supports maintaining the integrity of the design of the Government of Canada as a whole, by relating and constraining project designs based on an overall design. This role is responsible for synthesizing Government of Canada Strategic Reference Model components during vision and strategy development as well as for ensuring alignment of all model components with the appropriate models at the “scoping” level for the initiative. This role is responsible for the Transformation Alignment Plan primary deliverable. *In the context of the Government of Canada, this role must be filled by a TBS resource.*

### **7.1.12 System Designer**

The System Designer role organizes other roles primarily responsible for building technical, business and organizational designs. These roles may be required in an advisory capacity in Strategic Design and Planning initiatives to ensure that strategic work is adequate and can evolve into systems design and planning work products in their respective areas of expertise. There are many specialised roles in this set, including Database Designer, Network, Human-interface, Application Architect, Organization, Business Process, and so on. The following are examples of three of these specialised roles:

The Application Architect role leads and coordinates technical activities and artefacts throughout the project. The application architect establishes the overall structure for each architectural view: the decomposition of the view, the grouping of elements, and the interfaces between these major groupings. Therefore, in contrast to the other roles, the application architect's “view” is about breadth as opposed to depth.

The Database Designer role defines the tables, indexes, views, constraints, triggers, stored procedures, tablespaces or storage parameters, and other database-specific constructs needed to store, retrieve, and delete persistent objects.

The Information Architect role is responsible for the design of the structure of information along with the labelling, navigation, searching and retrieval systems that make that information available to the enterprise’s users and stakeholders in the most optimal (meaningful, clear, and intuitive) manner. The Information Architect works closely with the User Interface Designer and Application Architect.

### **7.1.13 Quality Assurance Analyst**

The Quality Assurance Analyst role is responsible for evaluating project work products and deliverables against the standards and guidelines identified for the specific product for this initiative. These occur at iteration and phase end review points, but can occur more frequently if required.



## 7.2 Management Roles

Since the Management services are not fully defined, the roles described in this section should be read as candidate roles. These roles are primarily involved in managing and configuring the transformation process.

### 7.2.1 Project Manager

The Project Manager role develops the overall project plan and the detailed iteration plans, allocates resources, sets priorities, coordinates interactions with stakeholders and deliverable recipients, establishes practices that ensure the integrity and quality of project artefacts and generally keeps the project team focused on the iteration plan. This role is responsible for the Project Charter and Project Assessment primary deliverables.

This role may be further divided depending on the scope of the initiative. Examples of specialized roles are:

The Communication Specialist role develops communication strategies for engaging the wide array of public and private sector stakeholders, and prepares communiqués, press releases and general information packages as required

The Consultations Officer role manages stakeholder relationships, develops collaboration strategies for each stakeholder, and implements communication plan(s) with stakeholders.

The Technical Planning & Project Coordination Officer plays an oversight role on the progress of on-going related projects, liaises with departments charged with implementation of these projects, coordinates inter-agency work as required, and provides regular status reports to the Project Manager on progress of these initiatives

### 7.2.2 Project Reviewer

The Project Reviewer role is responsible for evaluating project management and assessment work products at phase end review points. These are significant because they mark points at which go/no go decisions are made for the next phase of work.

### 7.2.3 Methodologist

The Methodologist role is responsible for tailoring the BTEP process to a specific transformation initiative, and continuously monitoring the BTEP process including providing updates and refining the process to ensure efficient and effective deliverables during various iterations of a transformation initiative. This role is responsible for the BTEP Tailored Project Approach specialized deliverable.

### 7.2.4 Configuration Manager

The Configuration Manager role supports the development of products so that team members have access to appropriate GSRM repository elements, and to ensure all products built, revised, or further elaborated by the initiative are available for inclusion in the GSRM repository once accepted. The Configuration Manager also facilitates product review, and change and defect tracking activities.

### **7.2.5 Change Control Manager**

The Change Control Manager role oversees the change control process, tracking change requests from creation through to a final state.

### **7.2.6 BTEP Engagement Manager**

The BTEP Engagement Manager acts as liaison between the project and the BTEP team, ensuring that BTEP resources are appropriately applied to the project and that the BTEP team's role on the project is successful. This role is responsible for the BTEP Engagement Report specialised deliverable.

## Appendix A: Complete Deliverables List

In the following table, P in the type column indicates a primary deliverable, S a specialized deliverable and W a work product.

### Management Stream

Phase	Product	Type
<i>Created in Proposal &amp; Start-up or Vision Phase, then revised as required throughout Delivery Phases</i>	Funding Proposal	S
	Project Charter	P
	Project Plan	S
	Consultation & Collaboration Plan	S
	Communication Plan	S
	Risk Management Plan	S
	Configuration Management Plan	S
	Iteration and Phase Assessments	S
	Project Assessment	S
	BTEP Engagement Report	S

### Delivery Stream

Phase	Product	Type
Vision	Business Problem Assessment (BPA)	P
	Target Business Vision	P
Strategy	Transformation Strategy	P
Design	Target Business Design	P
Business Case	Transformation Business Case	P
	Transformation Readiness Review	S
	Operations Impact Assessment	S
	Preliminary Threat and Risk Assessment	S
	Preliminary Privacy Impact Assessment	S
Plan	Transformation Master Plan	P
	Sustainability Strategy	S
	Collaboration & Consultation Plan	S
	Communication Plan	S
	Risk Management Plan	S

### Alignment Stream

Phase	Product	Type
<i>Created and refined throughout Delivery Phases</i>	Transformation Alignment Plan	P
	Project Alignment Assessment	S

## Appendix B: Primary Deliverable Tables of Content

The following table lists the high-level Table of Contents for each of the primary deliverables. The BTEP Strategic Design and Planning Methodology provides Microsoft® Word document templates for all of the primary deliverables.

Primary Deliverable	Definition	Table of Contents
Project Charter	“Documenting the agreement that enables the project to work towards its objectives and produce its deliverables”	Project Overview <ul style="list-style-type: none"> <li>• Project Objectives</li> <li>• Project Scope</li> <li>• Organizational Accountabilities</li> <li>• Project Timeframes</li> <li>• Related Projects</li> </ul> Project Approach <ul style="list-style-type: none"> <li>• Methodology</li> <li>• Deliverables</li> <li>• Criteria for Early Spin-Off Opportunities</li> <li>• Team Structure</li> <li>• Collaboration, Consultation and Communication</li> <li>• Governance</li> </ul> Project Plan <ul style="list-style-type: none"> <li>• Phases and Milestones</li> <li>• Resource Requirements</li> <li>• Costs</li> </ul> Risks & Dependencies Configuration Management
Business Problem Assessment (BPA)	“Examining the drivers motivating us to transform”	Transformation Impetus Problem Domain <ul style="list-style-type: none"> <li>• Target Groups</li> <li>• Targeted Needs</li> <li>• Programs</li> <li>• Delivery Partners &amp; Suppliers</li> </ul> Problem Definition Environmental Assessment <ul style="list-style-type: none"> <li>• SWOT (strengths, weaknesses, opportunities, threats)</li> <li>• Values</li> <li>• Trends</li> </ul> Transformation Initiative Definition Recommendation
Target Business Vision	“Describing the post-transformation steady state of new or improved business program(s) that meet stakeholders’ real needs”	Vision Statement Vision Description <ul style="list-style-type: none"> <li>• Innovations</li> <li>• Business Features</li> <li>• Key Performance Measures</li> </ul> Business Scenarios <ul style="list-style-type: none"> <li>• Current Scenario</li> <li>• Problems</li> <li>• Key changes</li> <li>• New scenario</li> <li>• What’s better</li> </ul>

<b>Primary Deliverable</b>	<b>Definition</b>	<b>Table of Contents</b>
Transformation Strategy	"What will be done to effect the transformation."	Transformation Overview Design Strategies <ul style="list-style-type: none"> <li>• Overall Design Strategy Elements</li> <li>• 'What' Column</li> <li>• 'How' Column</li> <li>• 'Where' Column</li> <li>• 'Who' Column</li> <li>• 'When' Column</li> <li>• 'Why' Column</li> </ul> Implementation Strategies <ul style="list-style-type: none"> <li>• Overall Implementation Strategy Elements</li> <li>• Budget</li> <li>• Resources</li> <li>• Implementation Timeframes</li> <li>• Risks</li> </ul>
Target Business Design	"The components of the new or improved business program(s) and their relationships to each other and to other business components"	Business Design Overview (Contextual) <ul style="list-style-type: none"> <li>• Initial Information Model</li> <li>• GsoC Top Model Mapping</li> <li>• Target Group and Targeted Needs Definition</li> <li>• Initial Program Service Alignment Model</li> </ul> Business Design (Conceptual) <ul style="list-style-type: none"> <li>• Information Model</li> <li>• Program Service Alignment Model (PSAM)</li> <li>• Service Integration and Accountability Model (SIAM)</li> <li>• Logistics Model</li> <li>• Target Group Model</li> <li>• Events &amp; Cycles Model</li> <li>• State Transition Models</li> <li>• Performance Model</li> </ul>
Transformation Business Case	"Provides the necessary information to determine whether the transformation is a worthwhile investment"	Target Business Design Summary Transformation Strategy Summary Transformation Description <ul style="list-style-type: none"> <li>• Objectives</li> <li>• Scope</li> <li>• Out of Scope</li> <li>• Anticipated Outcomes (Target Outcomes/Benefits)</li> <li>• Stakeholders</li> </ul> Transformation Projects (for each project) <ul style="list-style-type: none"> <li>• Objectives</li> <li>• Dependencies</li> <li>• Outcome</li> <li>• Responsibility</li> <li>• Accountability</li> </ul> Strategic Alignment Environmental Analysis Alternatives Business & Operational Impacts Transformation Risk Assessment <ul style="list-style-type: none"> <li>• Risk of Project and each Viable Alternative (Not including Status Quo)</li> <li>• Risk of Not Proceeding with Project (Status Quo)</li> </ul> Cost/Benefit Analysis <ul style="list-style-type: none"> <li>• Quantitative Analysis – Financial Cost &amp; Benefit:</li> <li>• Qualitative Analysis – Non-Financial Benefits &amp; Costs:</li> <li>• Assumptions</li> </ul> Conclusions & Recommendations

<b>Primary Deliverable</b>	<b>Definition</b>	<b>Table of Contents</b>
Transformation Master Plan	"How the transformation will be carried out"	Transformation Organization <ul style="list-style-type: none"> <li>• Transformation Management &amp; Control Structure</li> <li>• Team Organization</li> <li>• Roles and Responsibilities</li> <li>• Key Contact Directory</li> </ul> Transformation Budget <ul style="list-style-type: none"> <li>• Staffing Cost Estimates</li> <li>• Subcontractor Cost Estimates</li> <li>• Hardware and Software Cost Estimates</li> <li>• Transformation Budget</li> </ul> Managerial Process Plans <ul style="list-style-type: none"> <li>• Transformation Plan</li> <li>• Transformation Resourcing</li> <li>• Transformation Monitoring and Control</li> <li>• Risk Management Plan</li> <li>• Quality Management Plan</li> <li>• Transformation Closeout Plan</li> </ul> Technical Process Plans <ul style="list-style-type: none"> <li>• Development Case</li> <li>• Methods, Tools and Techniques</li> <li>• Infrastructure</li> <li>• Product Acceptance</li> </ul> Supporting Process Plans <ul style="list-style-type: none"> <li>• Implementation Projects Priority Plan</li> <li>• Governance Plan</li> <li>• Sustainability Strategy</li> <li>• Documentation Plan</li> <li>• Quality Assurance Plan</li> <li>• Reviews and Audits Plan</li> <li>• Problem Resolution Plan</li> <li>• Subcontractor Management Plan</li> <li>• Process Improvement</li> </ul> Additional Plans
Transformation Alignment Plan	"To outline how to assess the alignment of the transformation and related projects"	Scope <ul style="list-style-type: none"> <li>• Projects to be aligned</li> <li>• Alignment Types</li> </ul> Alignment Factors <ul style="list-style-type: none"> <li>• Alignment Elements</li> <li>• Alignment Targets</li> <li>• Alignment Points</li> <li>• Test Level</li> </ul>

**BTEP Strategic Design & Planning Methodology  
Methodology Improvement Form**

If you would like to suggest an enhancement to the methodology, or if you find a specific error in any element of it, please complete this form and send it to [BTEP@tbs-sct.gc.ca](mailto:BTEP@tbs-sct.gc.ca).

**Corrections**

For specific *corrections*, be sure to indicate the name and version number of the document and provide as much detail as possible (e.g., identify the affected phases, activities, work products, and/or deliverables; identify page numbers and/or submit copies of the page(s) containing errors, if more appropriate).

Document Name & Version	Page #	Description of suggested correction

**Suggested Enhancements**

For suggested *enhancements* or *extensions*, please provide as much detail as possible, possibly including a sample of the new/changed work product, a description of how it fits with existing work products, and any rules or steps needed to produce the work product. In addition, please describe the nature and scope of the use of the work product today to the best of your abilities. If the enhancement refers directly to a document, please provide the document name and version #.

Please provide the following information about yourself so that we may contact you for clarification on your suggestion.		
Name	Department/Ministry/Company	Position/title
Phone # (incl. area code and extension)	E-Mail	Date submitted
Briefly describe the project for which you were using BTEP		

For BTEP use only:		
Date request received	Request #	Action taken: