March 2018

Manager’s checklist to success

Gateway in early stages of development. It investigates This review is for programmes, and for projects – which are undertaking early feasibility and for which a Business Case is complete. It provides the framework for decision-making for a programme or project, and asks us to determine whether the project is still worth pursuing and for which it is permissible to continue.

Is there a clearly defined and agreed project management structure, with clear roles and responsibilities?

In our experience, the greater the breadth and extent of the project, the more important the issue of defining and assigning roles and responsibilities for success.

Have we engaged adequately with the market to establish its readiness?

This review considers the delivery proposal and the project management strategy. It is designed to make sure that the programme/project is going to work.

Are we being realistic about our ability to manage the project through to operation?

This review focuses on the readiness of the organisation to go live with the necessary business continuity, business change and physical infrastructure management to make the investment happen.

Do we have client-side plans for managing the supplier relationship and are they agreed across the supply chain?

Should managers do next?

As a SRO, project or program manager or CAO, team leaders should regularly:

■ Ensure SROs are completed for all programs and projects (and documented with clear ownership and accountability);

■ SROs are on the board of the Gateway Review Process at an early stage of the program;

■ Plans are developed to include Gateway Reviews for all programs.

Agencies should consider Gateway Reviews for multi-year projects or programs and also at the end of projects for lessons learned and allowing time to participate in reviews.

Other investment reviews

There are three types of investment reviews: Targeted Investment Reviews (TIRs), ATRs and a rare review, sustainable that is available on the Treasury’s website or through a range of other mechanisms such as the Ministry for the Environment or the Public Sector Invests in Gateway Reviews for every program and project. The first review is on entry to Gateway, the second is an Investment Decision and the third is a targeted review to confirm the investment. The reviews are of the same type as for all investment decisions.

The last two reviews are targeted reviews. They are performed to check the project continues to be worth pursuing and also to ensure that the assumptions and risks have not changed in the interim since the last review.

Are we operating smoothly and that the desired business changes are occurring?

The review should be repeated at regular intervals – typically every year. It can be repeated more frequently to reflect the changing business environment.

Is there still a business need for this contract/SLA successfully and with continuity of service?

Are we actively learning from experience and lessons learned communicated to relevant people?

Can we confirm our planning assumptions (including cost, quality) for the next stage?

The review focuses on the readiness of the organisation to go live with the necessary business change, the governance arrangements and the operational management of the operational services.

Why do we have to deliver this project/programme and does it have to be done now?

This review focuses on the readiness of the organisation to go live with the necessary business continuity, business change and physical infrastructure management to make the investment happen.

Is there still a business need for this contract/SLA successfully and with continuity of service?

Are we actively seeking to continuously improve the service being delivered?

What should managers do next?

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Consider the following:

Targeted Investment Review

Operational & Benefits Realisation Review

The project is ready to be implemented and ongoing monitoring of the business continues.

Although part of the required suite of investment reviews, this is not conducted as a Gateway review.

The Realisation Plan may be published to a wider audience on the Public Sector Invests in Gateway Reviews for every program and project. The first review is on entry to Gateway, the second is an Investment Decision and the third is a targeted review to confirm the investment. The reviews are of the same type as for all investment decisions.

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