



Method for Developing a Transformation Assurance Strategy for Major Public Programs

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What is Transformation Assurance?

What is driving the need for public program assurance?

Transformational programs are designed to bring new products and service to life, create operational efficiencies, and enhance the experience of citizens.

Despite the best intentions of senior leaders, many organizational transformations fall short of their planned outcomes.

“86% of all transformation projects fail to deliver against budget, schedule, scope, quality or benefits”*

*PwC Global survey on State of Project management survey

The financial and society impacts of these failure are grave and enduring.

Common causes of program failure include ...

1. Misalignment between planned **outcomes** and strategic objectives
2. Failure to define and measure promised **benefits**
3. Lack of organizational **capacity** or **leadership** buy-in
4. Lack of **ownership** and involvement from the business
5. **Inadequate planning**, including for “Agile” projects

Value Proposition for Transformation Assurance

Internal Audit will take an active role in transformation programs, helping to meet the expectations of government and the public by providing targeted and timely audit and advisory services* that provide independent and credible advice to decision makers that mitigate risks. The distinctive value add from Internal Audit's role in transformation programs includes:

01

Providing independent challenge and real-time advice to key decision makers, including oversight committees and sponsors

02

Conducting outcomes-oriented and risk-driven assessments before, during and after transformation programs

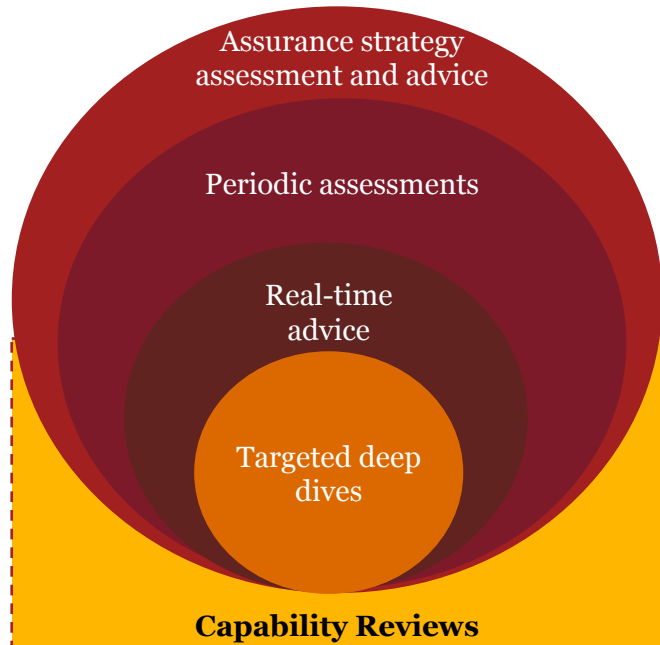
03

Aligning audit and advisory services between and within departments to optimize the resources available to support transformation programs

* Audit services refers to an objective review of evidence for the purpose of providing an independent opinion regarding governance, risk management, and/or control processes for transformation programs. Advisory services refers to consultative engagements and does not include formal opinions, conclusions or recommendations that require future follow up. This can include the provision of timely observations and advice to management through participation in various discussions as implementation is progressing.

IA Services for Transformation

Internal Audit services are risk-based. Services are chosen according to risk level and management priorities as part of an overall plan. A number of these services can be used along with other services during the transformation lifecycle. The suite of potential services includes:



Assurance Strategy Assessment and Advice

Assessment of the approach, principles and processes to identify and assess the risk universe and assurance required to address the risks; for example:

- Transformation governance and risk assessment
- Programme office design assessments
- Assurance strategy approach, policy and benchmarking advice

Periodic Assessments and Advice

Assessment of risks at predetermined times to meet the needs of management and other stakeholders over time; for example

- Baseline health check
- Stage-gate and/or ongoing maturity assessments

Real-time Advice

Providing expert advice to senior decision-makers based on experience; for example:

- Advice to Oversight Committees, Sponsors and Programme Boards

Targeted Deep Dive Assessments

Providing robust assessments in a specific area to validate risk and action plans; for example:

- Risk-based assessments (e.g. governance, program office management, contract management, finance, benefit realization, etc.)

Capability Reviews and Advice

Assessment of the operational routines required to deliver programme benefits; for example:

- Culture, leadership, and organizational learning reviews
- Portfolio management and capacity reviews



How is Transformation Assurance Executed?

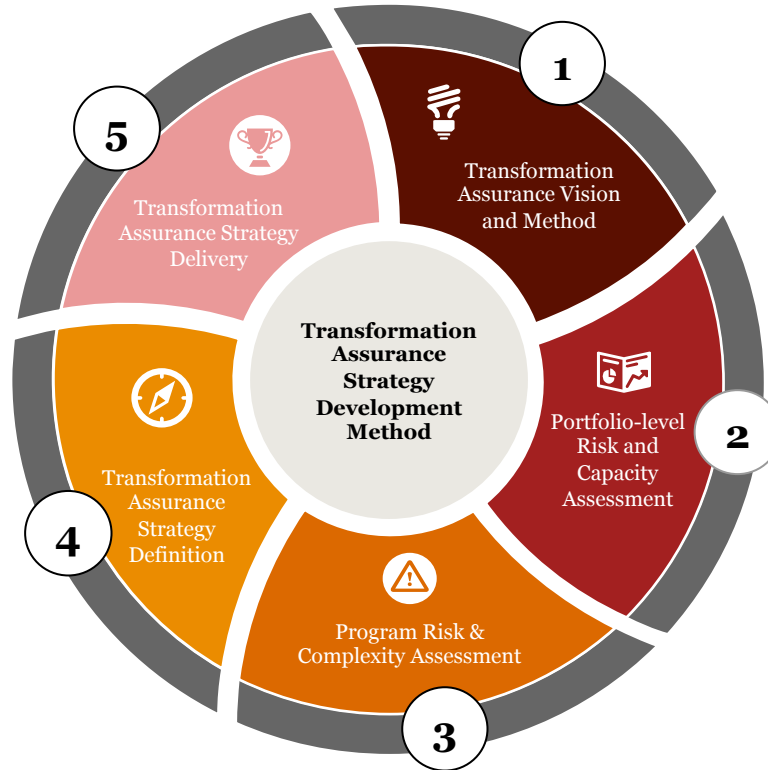
Transformation Assurance Strategy Development Method

Description

A Transformation Assurance Strategy defines the broad focus of program assurance activities and how the key risks of transformation programs will be monitored by leadership and key stakeholder groups.

Individual steps are iterative and occur according to organizational decision-making cycles. Hence, in practice, some steps they may occur simultaneously.

A particular Transformation Assurance Strategy should be reviewed (e.g. annually) to maintain alignment to the organization's strategy, ways of working, capability, and risk appetite.



Guiding principles

As the Transformation Assurance Strategy is designed, certain values and 'ways of working' should be employed to ensure the strategy delivers timely and meaningful value.

Continuous
stakeholder
engagement



Outcome
oriented



Risk-based



Iterative

