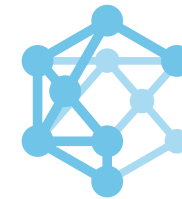
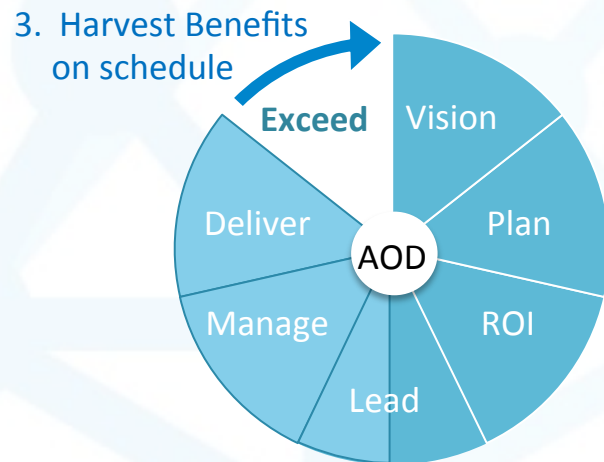


Assured
Outcome
Delivery

Inspecting SME's



Sharing some of the tools our team have used successfully with Clients to prioritize how to manage benefits.....quickly and effectively



Assured
Outcome
Delivery

Inspecting SME Guide

.....AOD's role for Sponsors
to lead delivery
accountability

Realising Benefits & Celebrating Success

The Assured Outcome Delivery (AOD) approach stresses the need for Board members and Sponsors to play an active role in benefits realisation throughout the whole business investment cycle. Naming of senior staff on the original SME table is to establish ownership and sponsorship of the strategic changes that the organisation desires. It's purpose is to identify those who will lead change and outcome delivery success – and so asks senior staff to invest their time and personal credibility to state in advance what change they will inspect and when, as identified in the SME table.

When the Board adopt the AOD ethos, they will 'talk up' the importance of on time delivery of the desired changes and make this clear to all staff in communications and in delegating achievement of Show-Me Events into the performance contracts of their direct reports.

So this guide emphasises the importance of senior staff in driving change by committing to inspect the Show-Me Events on the dates originally specified (and on which their direct report's performance bonus, and those of their staff, is dependant).



Realising Benefits

On the inspection date, and in the context described on the SME table the:

1. SME observer inspects the desired change – and adjudicates whether it has been delivered satisfactory (if the SME is created correctly it is a simple, binary, yes or no decision!).
2. PMO configuration manager checks with the SME observer that the SME has been achieved and reports it in the AOD programme dashboard.



Business management will celebrate successful completion of SMEs to help to motivate people to focus on achievement of outcomes more broadly across the programme and the organisation. AOD encourages effective communications and dissemination by using the AOD Success Register, which captures positive testimony quotations from senior staff or clients to attest to successful achievement of the desired outcomes.

In parallel, Finance and Business Managers scrutinise the accounts and financial reports.



AOD Success Register Template

Project or Programme title - xxxxx

TRANSFORMATION PROGRAMME DEFINITION - This programme is focused on delivering the Outcomes described in XXXXXX Business / Operating Plan. Insert Context / Positioning sentence							 Assured Outcome Delivery		AOD DASHBOARD <small>© Copyright Outcome Delivery Network Ltd 2015 Proprietary and Commercial in Confidence</small>		
SHOW ME EVENT			Alignment with XXXX Strategy & / XXXX Bus Plan	FIRST INCIDENCE <small>(Initial observed change for one or more chosen components of xxxxx Plan or Strategy)</small>				LAST INCIDENCE <small>(Change completed successfully across all the chosen components of xxxxx Plan or Strategy)</small>			
Client Logo	What will we see happening that will tell me that our change expectations have been met?	 Outcome Delivery Network		Date <small>(when will event be looked for?)</small>	Who makes it happen? <small>(Who's accountable)</small>	Progress Status <small>(R/A/G?)</small>	Re - Routing Commentary	Date <small>(when will event be looked for?)</small>	Leader <small>(who makes it happen? (accountable))</small>	Progress Status <small>(R/A/G?)</small>	Re - Routing Commentary
Outcome Title Grouping 1											
Sub Title 2											
Sub Title 3											
Sub Title 4											



Realising Savings or Value

On the inspection date:

Business Managers identify the CashPoints in their financial reports and cross-check against the changes they have made.

1. Finance check for the CashPoint in their financial reports. They will use the ROI Connect Table to read off the cash values and liaise with the relevant Business Change Managers to affirm that the business changes have happened. Once this has been undertaken the agreed amount is moved into or out of operating budgets as described in the benefits accounting section below.
2. PMO configuration manager checks with Finance that the CashPoint has been agreed and reports it in the AOD programme dashboard.

Accounting for Benefit Realisation

Acknowledging the change programme ethos is vision-led, benefits-driven, business benefits and costs must be reported from a corporate perspective. Achievement of the saving or benefit is measured then moved from programme benefits and costs ledgers into the operational budgets via an agreed memorandum process. It is important that the business achieves, and owns, desired savings, not the project or programme.



Measuring Value

The Change Programme Value Case contains schedules for Gross Benefits and the Business Case its Gross Costs – baselined at Programme Board.

A reporting ledger is established to monitor and report on finances in PMO. Once the SME is completed the finance manager agrees with PMO lead and the Sponsor and the Business Change Manager the finance value stream to be transferred from the programme ledger to the Operational budget, via movement approval memorandum.

The movement between ledgers happens only after the movement has been agreed formally by memorandum detailing the changes to the programme reporting ledger.



