



DTK
AND ASSOCIATES

METHODOLOGY



OUR PRACTICE GROUNDS ITS DELIVERY AND ASSURANCE WORK IN THE DISCIPLINES DEVELOPED FOR THE PERFORMANCE IMPROVEMENT FRAMEWORK, THE GATEWAY AND INDEPENDENT QUALITY ASSESSMENT REGIMES, AND THE TARGETED INVESTMENT REVIEW PROCESS USED BY THE TREASURY GATEWAY UNIT.

EACH ENGAGEMENT HOLDS THE WORK AGAINST THE QUESTION OF WHETHER GOVERNANCE, SPONSORSHIP, COMMISSIONING AND ASSURANCE ARE STRONG ENOUGH FOR THE WORK TO SUCCEED, AND WHERE THEY ARE NOT, SETS OUT THE SMALLEST VIABLE CHANGE THAT WOULD SHIFT THE POSITION.

THE GREAT PUBLIC SECTOR CLIENTS PROGRAMME EXTENDS THE SAME DISCIPLINE TO THE CLIENT-SIDE CAPABILITY THAT DETERMINES WHETHER PUBLIC-SECTOR COMMISSIONING PRODUCES VALUE: HOW TO WRITE A BRIEF THAT HOLDS, HOW TO READ A REPORT THAT MATTERS, HOW TO CHAIR A GOVERNANCE GROUP THAT DOES ITS JOB, AND HOW TO WORK WITH CONSULTANTS AND VENDORS WITHOUT OUTSOURCING JUDGEMENT.

THE INTERVENTION LOGIC MAPPING WORKSHOP DRAWS ON A STRUCTURED METHOD, ACCREDITED TO THE PRINCIPAL AS A FACILITATOR, FOR GETTING THE LOGIC OF AN INTERVENTION INTO ONE SHARED, EXPLICIT PICTURE THAT THE TEAM OWNS.

TIER ONE



A SHORT, INDEPENDENT SUPPORT FOR AN AGENCY OR PROGRAMME TEAM IN THE WEEKS BEFORE A FORMAL REVIEW (GATEWAY, INDEPENDENT QUALITY ASSESSMENT, TARGETED INVESTMENT REVIEW, TREASURY, PUBLIC SERVICE COMMISSION, INFRASTRUCTURE COMMISSION, BOARD, OR MINISTERIAL SCRUTINY).

THE CHECK TESTS WHETHER THE DOCUMENTATION, THE GOVERNANCE, THE EVIDENCE BASE AND THE DELIVERY STORY ARE LIKELY TO HOLD UP UNDER FORMAL SCRUTINY, AND IDENTIFIES WHAT TO FIX BEFORE THE REVIEW BEGINS.

WHEN TO USE IT. FOUR TO EIGHT WEEKS OUT FROM A FORMAL REVIEW, WHEN THE TEAM WOULD BENEFIT FROM AN INDEPENDENT PAIR OF EYES THAT HAS BEEN ON THE OTHER SIDE OF THE TABLE MANY TIMES.

WHAT YOU RECEIVE. A DOCUMENT REVIEW; AN ASSESSMENT AGAINST THE FRAMEWORK THAT THE FORMAL REVIEW WILL APPLY; READINESS FINDINGS; A SHORT, PRIORITISED ACTION LIST.

HOW IT RUNS. TWO TO THREE WEEKS; TARGETED, SMALL-TEAM ENGAGEMENT; WRITTEN DELIVERABLE; ONE DEBRIEF WITH THE SPONSOR OR PROGRAMME TEAM.

DISTINCTIVE FEATURE. THE WORK IS UNDERTAKEN BY A SENIOR REVIEWER WHO KNOWS THE FORMAL REVIEW REGIMES FROM THE INSIDE, AND WHO WILL SAY PLAINLY WHAT IS LIKELY TO COME UP.

TIER TWO



AN INDEPENDENT REVIEW OF AN ACTIVE PROJECT, PROGRAMME, REFORM OR DELIVERY PORTFOLIO, UNDERTAKEN BILATERALLY BETWEEN THE PRACTICE AND THE SPONSORING AGENCY.

THE REVIEW TESTS WHETHER DELIVERY IS ON A PATH TO SUCCEED, IDENTIFIES THE SUBSTANTIVE RISKS, AND RECOMMENDS WHAT TO DO.

WHEN TO USE IT. WHEN A PROGRAMME IS APPROACHING A KEY DECISION; WHEN A PORTFOLIO IS WOBBLING AND THE SPONSOR NEEDS A CLEAR PICTURE; OR WHEN A REFORM IS BEING ASSEMBLED AND NEEDS A DELIVERY CONFIDENCE OPINION BEFORE GOING FURTHER.

WHAT YOU RECEIVE. A DOCUMENT REVIEW; TARGETED INTERVIEWS; AN ASSESSMENT OF GOVERNANCE, SPONSOR AND SENIOR RESPONSIBLE OWNER ARRANGEMENTS; A DELIVERY RISK REVIEW; A BENEFITS AND DEPENDENCY CHECK; ASSURANCE FINDINGS; PRACTICAL RECOMMENDATIONS.

HOW IT RUNS. FOUR TO EIGHT WEEKS; WRITTEN REPORT; EXECUTIVE WORKSHOP; SUITABLE FOR DIRECT USE BY THE SPONSOR AND THE RESPONSIBLE AUTHORITIES.

DISTINCTIVE FEATURE. THE REVIEW USES THE SAME DISCIPLINES AS GATEWAY AND INDEPENDENT QUALITY ASSESSMENT, BUT IS COMMISSIONED BILATERALLY RATHER THAN THROUGH CENTRAL ASSURANCE, SO THE AGENCY OWNS THE FINDINGS AND CAN ACT ON THEM QUICKLY.

TIER THREE: BEING A GREAT PUBLIC SECTOR CLIENT



WHAT THIS IS. A CAPABILITY WORKSHOP FOR THE OFFICIALS WHO COMMISSION, SPONSOR, GOVERN OR STEWARD COMPLEX PUBLIC WORK. THE PROGRAMME TREATS THE CLIENT SIDE OF PUBLIC-SECTOR DELIVERY AS A DISCIPLINE IN ITS OWN RIGHT, DISTINCT FROM THE SUPPLIER SIDE, AND WORKS ON THE QUESTION OF HOW THE PUBLIC SECTOR BECOMES A BETTER BUYER, SPONSOR AND GOVERNOR OF WORK IT CANNOT DO ITSELF.

WHEN TO USE IT. WHEN AN AGENCY, A SPONSOR TEAM, OR A COHORT OF SENIOR OFFICIALS IS TAKING ON A PROGRAMME OF SIGNIFICANT WORK THAT REQUIRES THEM TO COMMISSION, SCOPE, SPONSOR OR GOVERN AT SCALE; OR WHEN A SPONSORING AGENCY IS REVIEWING ITS CAPABILITY AFTER A DIFFICULT PROGRAMME EXPERIENCE.

WHAT YOU RECEIVE. HALF-DAY OR FULL-DAY WORKSHOPS; TAILORED EXAMPLES DRAWN FROM THE COHORT'S OWN PORTFOLIO; SPONSOR AND CLIENT ROLE CLARITY; COMMISSIONING AND ASSURANCE PRACTICE; PRACTICAL TOOLS FOR WRITING BRIEFS, SCOPING WORK, READING REPORTS, CHAIRING MEETINGS, AND WORKING WITH CONSULTANTS AND VENDORS WITHOUT OUTSOURCING JUDGEMENT.

HOW IT RUNS. A SINGLE WORKSHOP ON A FIXED DATE, OR A TAILORED PROGRAMME ACROSS SEVERAL COHORTS AND SEVERAL MONTHS; FRAMING DEVELOPED WITH THE AGENCY BEFORE DELIVERY; REFERENCE MATERIALS SUPPLIED FOR ONGOING USE.

DISTINCTIVE FEATURE. THE PROGRAMME WORKS ON THE CLIENT SIDE OF PUBLIC-SECTOR DELIVERY, WHICH IS THE SIDE THAT DETERMINES WHETHER PUBLIC COMMISSIONING PRODUCES VALUE. IT IS SHAPED BY YEARS OF EXPERIENCE ON BOTH SIDES OF THE TABLE.

TIER FOUR: SPONSOR AND GOVERNANCE DEVELOPMENT



WHAT THIS IS. SUSTAINED DEVELOPMENT OF THE SENIOR PEOPLE AND THE GOVERNANCE GROUPS CARRYING SIGNIFICANT PROGRAMMES OR REFORMS. DISTINCT FROM TRAINING, THIS IS PARTNERED WORK THAT RUNS ACROSS SEVERAL SESSIONS, TAILORED TO THE PEOPLE IN THE ROOM AND THE PROGRAMME THEY ARE STEWARDING.

WHEN TO USE IT. WHEN A NEW SENIOR RESPONSIBLE OWNER IS TAKING ON A MAJOR PROGRAMME; WHEN A BOARD IS BEING ASSEMBLED OR RESET FOR A COMPLEX REFORM; WHEN A GOVERNANCE COMMITTEE HAS BEEN FORMED FOR A SIGNIFICANT PROGRAMME OF WORK AND NEEDS TO COME UP TO CAPABILITY QUICKLY.

WHAT YOU RECEIVE. ROLE CLARITY; DECISION RIGHTS; RISK AND ASSURANCE PRACTICE; GOVERNANCE BEHAVIOURS; READING REPORTS AND ACTING ON EVIDENCE; PRACTICAL SUPPORT ACROSS SEVERAL SESSIONS OVER A QUARTER OR LONGER.

HOW IT RUNS. A PROGRAMME OF WORK AGREED AT THE OUTSET; SESSIONS INTERLEAVED WITH THE LIVE DECISIONS THE GROUP IS TAKING, SO THE DEVELOPMENT SITS WITH THE WORK RATHER THAN AWAY FROM IT.

DISTINCTIVE FEATURE. THE WORK IS PARTNERED RATHER THAN INSTRUCTED. IT BUILDS CAPABILITY THAT LIVES IN THE GROUP AFTER THE ENGAGEMENT ENDS, RATHER THAN HANDING OVER A CURRICULUM THAT FADES.



TIER FIVE: ILM

WHAT THIS IS. A FACILITATED WORKSHOP USING THE INTERVENTION LOGIC MAPPING (ILM) METHOD TO DEVELOP OR TEST THE LOGIC OF AN INTERVENTION, PROGRAMME OR POLICY. THE WORKSHOP DRAWS OUT, FROM THE PEOPLE IN THE ROOM, THE RESULT THE INTERVENTION IS INTENDED TO PRODUCE, THE CHANGES IT WILL NEED TO BRING ABOUT TO GET THERE, THE ACTIVITIES THAT WILL PRODUCE THOSE CHANGES, AND THE ASSUMPTIONS AND RISKS THAT HOLD THE WHOLE THING TOGETHER. THE OUTPUT IS A SINGLE, AGREED MAP THAT THE TEAM CAN TAKE INTO DESIGN, GOVERNANCE, EVALUATION AND REPORTING.

WHEN TO USE IT. WHEN A NEW PROGRAMME IS BEING DESIGNED AND NEEDS A SHARED LOGIC; WHEN AN EXISTING PROGRAMME IS BEING REVIEWED AND THE LOGIC NEEDS TO BE MADE EXPLICIT; WHEN AN EVALUATION OR ASSURANCE REVIEW WILL LAND HARDER IF THE TEAM HAS NOT DONE ITS OWN LOGIC WORK FIRST; OR WHEN A BOARD OR GOVERNANCE GROUP NEEDS TO SEE THE WORK THEY ARE ACCOUNTABLE FOR IN A SINGLE PICTURE.

WHAT YOU RECEIVE. A FACILITATED WORKSHOP, TYPICALLY ONE FULL DAY, WITH THE EXACT SHAPE AGREED WITH THE COMMISSIONING AGENCY; A DOCUMENTED INTERVENTION LOGIC MAP; A WRITTEN SUMMARY OF ASSUMPTIONS, DEPENDENCIES AND RISKS; RECOMMENDED NEXT STEPS.

HOW IT RUNS. FIXED-FEE FROM COMMISSIONING TO END. THE WORK COVERS PRE-WORKSHOP SCOPING WITH THE SPONSOR, DESIGN OF THE WORKSHOP, FACILITATION ON THE DAY, AND PRODUCTION OF THE DOCUMENTED MAP AND SUMMARY AFTER THE WORKSHOP.

DISTINCTIVE FEATURE. THE WORKSHOP IS RUN BY AN ACCREDITED INTERVENTION LOGIC MAPPING FACILITATOR. THE METHOD IS STRUCTURED BUT THE CONVERSATION IS GROUNDED; THE ROOM PRODUCES THE MAP, AND THE TEAM OWNS IT AFTERWARDS.

PRICING



TIER	INDICATIVE FEE (NZD, XGST)
REVIEW READINESS CHECK	\$12,000 TO \$25,000
DELIVERY CONFIDENCE REVIEW	\$25,000 TO \$45,000
GREAT PUBLIC SECTOR CLIENTS TRAINING, PER WORKSHOP	\$4,000 TO \$8,000
GREAT PUBLIC SECTOR CLIENTS TRAINING, TAILORED PROGRAMME	\$25,000 TO \$80,000
SPONSOR, SRO AND GOVERNANCE GROUP DEVELOPMENT	\$25,000 TO \$80,000
INTERVENTION LOGIC MAPPING WORKSHOP (FIXED-FEE, COMMISSIONING TO END)	\$12,000

