APPENDIX 4
Design outputs by level
and Compass segment
with examples of
implementation tasks

Compass		Design-level outputs		Implementation tasks
	Concept	**Outline**	**Blueprint**	**Examples**
	Name of the design option			
Work to be Done — **Processes**	List of top 7–10 key work processes High-level process maps of key work processes	Activity maps of key work processes	List of work processes High-level process maps of additional work processes	Any detailed, lower level process design Develop process that span the organization's boundary
Information		Description of information systems needed to support key work processes	Description of information systems needed to support the organization	Make sure information is accessible – who needs to see what detail Detailed data and information requirements specification IT systems specification and build
Operating mechanisms	List of operating mechanisms for the top 7–10 key work processes		Description of operating mechanisms needed to support the organization	Specify, commission and install new operating mechanisms Procedure documentations such as Standard operating procedures and process manuals

Compass		Design-level outputs		Implementation tasks
	Concept	Outline	Blueprint	Examples
Structure	Named units to two levels down from the top of the organization Organization sketch of how units link together	Outline organization chart	List of work groups with brief description Updated organization chart	Drill structure down to lower levels Build linking mechanisms such as cross-unit teams and communities of practice
Roles & responsibilities	List of major responsibilities for identified units	Role definitions for units and sub-units Role definitions for key positions	Complete role definitions for all units and sub-units Role definitions for work groups Role definitions for all key positions Job descriptions for key positions	Role definitions and job description for all positions Rules of engagement between groups
Structure **Resourcing**		Outline resourcing description	Resourcing description for organization	Identification of key external recruitment needs Learning and development; eg training-needs analysis, commissioning of programmes Changes to supply chain, partners, suppliers, third parties Talent management Detailed resource management Recruitment and exiting

Compass		Concept	Design-level outputs		Implementation tasks
			Outline	Blueprint	Examples
Enablers	Incentives & rewards		Changes needed to incentives and rewards systems and processes		Put in place or update organizational performance and conformance management systems Put in place or update individual performance management systems
	Goals & metrics		Draft list of key performance indicators		Build performance and conformance monitoring and feedback, covering, eg risk, compliance, finance, non-financial Establish processes, mechanisms and content
	Governance		Governance framework Outlines for governance structures List of key governance processes High-level outlines for key governance processes List of key mechanisms needed to make governance work		Put in place the structures, processes and mechanisms for governance; eg meetings, standards, policies Establish risk, financial management and compliance

Compass		Design-level outputs		Implementation tasks
	Concept	Outline	Blueprint	Examples
Beliefs & values	Annotated statement of organizational values			Engage the organization in new purpose and strategic intent Leadership leading by living the values
Styles & behaviours	List of annotated statements of leadership and management styles List of annotated statements of behaviours	Behaviours of units and sub-units (on role definitions)	Behaviours of all units, sub-units and work groups (on role definitions)	Make sure there is a behavioural thread through implementations; eg link required behaviours to performance management Induction pack Ensure behaviours are embedded through all aspects
Norms	Defined norms			Encourage aligned norms; eg rites, rituals, dress codes

*(Row group label at far left: **Norms and behaviours**)*