

Worksheet: Preparing to Design

1. Charter the Design Team

- How will members be selected for the design team? What groups of people need to be included? Will one team be adequate, or will the complexity or scale of the design require a number of design teams to design separate components?

- What team roles need to be specified? What are the duties or expectations for these roles?

- What is the design team's purpose? What are its tasks?

- What are the constraints on the tasks for the design itself (for example, no-RIF policy or no additional staff)?

- What are the expected deliverables?

- What are the parameters or boundaries within which the design team will operate?
 - Assignment of authorities?
 - Decisionmaking purview and methods?
 - Approvals or permissions needed?
 - Budgetary, regulatory, and/or political constraints?
 - Organizational guidelines?
 - Timeframe requirements?
 - Reporting relationships?

1. Charter the Design Team (Continued)

- Is there a need for integration requirements? If so, how will they be specified?

- What special resources will the design team (and other teams or task forces, if any, involved in the data collection or design process) need? Who will be responsible for providing these resources?

- How will the design team be oriented and trained (if training is needed)? How will it be monitored initially and throughout the design process? How will outputs or deliverables be reviewed?

- How will decisions be made about selecting a final design?

2. Collect and Analyze the Data

- Who will design the data collection and analysis process? Who will manage it? Who will collect the data? Who will be told the outcomes?

- What data need to be collected? Is data needed on current work processes? Is benchmarking needed? What data are already available? How can they be accessed? Who will be the sources for the additional data?

- Is outside help needed (for example, Human Resources or Organizational Development resources or external consultants) to help design the data collection process and provide advice on how to use the tools? What kind of help is needed?

- What tools or methods will be used to gather and analyze the data?

- How will the design team receive the results of the analysis (if they are not involved in doing it)?

- How can this process be used to build interest and momentum for the change?

- How can this process be set up to continue to generate data throughout the implementation process?