

## **Champion/ Challenger Process**

### **The Champion Challenger Process**

Government departments work in a truly federated world where our ability to tell or dictate a course of action is very limited if not impossible. We survive and prosper by aligning our strategies and approaches through consultation and negotiation.

However on occasions decisions have to be made collectively on the usage of a particular process, method, tool, technique or system etc. This can be complex, time consuming and expensive if all competing “products” have to be evaluated each time.

The Champion/Challenger process provides a way of making quick decisions whilst providing a mechanism for the decision to be challenged in a constructive way.

**This process was approved by the CIO Council in January 2007 and works as follows:**

1. A nomination can be made by any Business Leader or CIO. The nominator would be the “owner” of the Challenger or the Champion and would give leadership to the solution throughout its life-cycle.
2. A nomination is made to either the chair of the CIO or CTO Council for a new Champion method, technique, tool, process or system or a request is made to Challenge an existing Champion to the “owner” of the existing Champion.
3. Where no Champion currently exists the appropriate Work Strand Lead and eGU Facilitator will determine if the nomination is fit to be Champion. This will entail simple analysis such as scale, past investment, usage across the Public Sector, how designed, built and supported etc.
4. Where a Champion currently exists the CIO Work Strand Lead together with their Transformational Government (TG) Facilitator, the current Champion “owner” and the Challenger will determine a process for assessing if the Challenger is demonstrably better than the existing Champion. Whatever criteria are used to compare the two competing elements, one of the criteria should be that the benefit of change is substantially greater than staying with the existing Champion. This reduces the chances of flitting from one Champion to another for marginal improvements.
5. Where the item concerned is a piece of technology any change must be approved by the CTO Council before being put to the CIO Council for final approval.
6. All changes to Champion status, including the initial allocation, must be approved by the CIO Council.
7. The adoption of the Champions will be published and will be communicated to the supplier community through the Strategic Supplier Board and through Intellect.
8. The adoption of champions will be a mandatory requirement of future procurements and each new contract will include a standard OGC-supplied

clause obligating the supplier to adopt the Champion on request of the purchasing authority within a reasonable timescale and at a reasonable cost.

9. The “owner” of the Champion solution will ensure that appropriate documentation is publicly available to allow other potential users to see its business, technical and functional design.
10. By agreeing to any Champion **we all agree to adopt and promote it** within our strategies and transition plans. Thereby over time there will be migration and convergence in the adoption of the Champion product, system, approach etc. To ensure this happens we would like:
  - Each CIO to promulgate the Champion as the agreed strategic standard in his or her own Department within one month (ish) of its adoption by the CIO Council. This will help ensure that forward planning throughout Departments take account of the agreement reached, and will help curtail unnecessary further debate on decisions already taken;
  - Each CIO to have identified at what point within their own plans they believe they could migrate to the Champion solution, if the Champion solution was required as part of their Business and ICT Strategy. For technology based solutions the CIO Council prepare a roadmap showing our convergence to the Champion solutions and for non technology based solutions the TG Facilitator produces a similar roadmap.
  - If a Business Leader or CIO wants to deviate from the agreed Champion then this should be reviewed and approved by the CIO Council in all cases.
11. The normal way of deviating from the agreed Champion is by finding something that is substantially better not only for the specific business need but for the Government as a whole. This is by definition a “Challenger” and should be handled as described in the process above. If the Challenger fails then **we all agree to continue to adopt the existing Champion and promote it.**
12. If, exceptionally, a deviation is suggested by a department from an existing Champion, but the Department does not want to propose a Challenger then we would like the CIO to involve TG and the “owner” of the Champion at an early stage to ensure all options are fully explored, and the full cost of the deviation accounted for. In these very rare circumstances, if the CIO still wishes to deviate from the Champion we would like the CIO to present his or her case to their peers on the CIO Council for debate and a Council decision. TG will work with the requesting Challenger team to provide an analysis on the benefit and consequences potentially caused by this deviation.

### **Champions already approved as part of Transformational Government**

- “Government Gateway as the only system that provides all Government Departments with the ability for a citizen to identify and verify themselves prior to being passed through to another government online service or system”
- “DirectGov as the Citizen facing website for all knowledge of public services and the execution method for al Citizen transactions, both secure and non secure”
- “BusinessLink as the Business facing website for all knowledge of public services and the execution method for al Business transactions, both secure and non secure”
- “SFIA” as the competency framework for IT Professionals in Government”

### **Champions approved by the CIO Council**

- Customer Information System (CIS) as the champion model for Commissioner-Provider Delivery and Governance, where one department “provides” a service to be shared between multiple consuming Departments.