



The workflow outlined below shows actions for the Innovation Team above the numbered process stages (1. Identify Opportunity, etc.) and actions for the Innovation Committee below. Above each stage is the short name for the artifact that captures the relevant information produced in that stage (Idea, Brief, Case, etc.). Following this diagram is a page for each stages that provides a high-level summary of the information captured in that stage.

## Innovation Team

Propose Ideas (*Ideas may come from outside Teams*)

**Idea**

1. Identify Opportunity

Promote winning Ideas, Identify essential functions

Form team, Cover functions, Prepare brief

**Brief**

2. Prioritize Opportunity

Prioritize Briefs for business case facilitation

Define solutions, Prepare & Present business case

**Case**

3. Evaluate Solutions

Recommend Pilot launch or sustainable cross-agency solutions

Create plan for pilot or multi-agency project

**Project**

4. Plan Launch

Review Project Plan, advocate action

Execute plan, Track results

**Track**

5. Execute and Monitor

Monitor results, adjust process

## Innovation Committee

*Executive review approves multi-agency action when needed*



**1. Identify Opportunity** – *Ideas are submitted by agency representatives and reviewed by the same for initial ranking. Innovation Committee promotes winning ideas by actively forming Innovation Teams and inviting teams to participate in “Brief” development. It is important to begin identifying the essential business functions needed for a successful innovation. Ideas may come from many sources and Innovation Teams may coalesce around ideas without Innovation Committee approval.*

Idea

- 1) What is the opportunity or problem to be addressed with this innovation initiative?
- 2) What are the desired results of the innovation initiative?
- 3) What are the barriers to achieving the desired results?
- 4) What type of costs do you expect? (e.g., technology spending, personnel spending, etc.)
- 5) What type of savings do you expect? (e.g., what areas will have savings?)
- 6) Has this opportunity or problem been attempted before?
- 7) What Georgia agencies do you expect to share this effort?

**Moving from Idea to Brief:**

- Innovation Committee identifies high-potential ideas and requests briefs
- Innovation Teams form around an idea and create a brief



**2. Prioritize Opportunity** – Multi-agency teams build Innovation Briefs defining the opportunity and ensuring that all necessary business functions are covered on the Team. The brief will need enough information for comparison and decisions about further action. The Innovation Committee prioritizes briefs for continued action (building business case)

**Brief**

**1) General Information about the Innovation Initiative**

- a. Innovation Name
- b. Submission Date
- c. Innovation Team Lead; primary point of contact (Name, Contact #)
- d. Participating Agencies (agency name and point of contact for each participating agency)
- e. Business Functions (What business functions are needed for this innovation initiative)
- f. Who will provide expertise for each business function?

**2) Please describe key aspects of the initiative (please answer briefly)**

- a. If the innovation allows stakeholders to do something faster, please describe.
- b. If the innovation allows stakeholders to do something new, please describe.
- c. If the innovation allows stakeholders to eliminate an activity, please describe.
- d. If the innovation allows stakeholders to consolidate activities, please list the activities to be consolidated.
- e. Will there be cost savings due to greater efficiency?
- f. Will there be cost savings due to cost avoidance?

**3) Describe benefits shared by participating agencies** (list shared benefits and which agency participants expected to share them)

**4) Measures of Success** (Please describe how success will be measured. Please use concrete, quantitative measures where possible)

**5) Primary Customers/Constituents Impacted** (please list stakeholders who will be impacted by this innovation)

**Moving from Brief to Case:**

- Innovation Committee identifies high-potential briefs and requests business cases
- Briefs are championed by agency leaders associated with new or existing teams who build cases



**3. Evaluate Solutions** – *The Innovation Team completes the business case with enough detail for leadership decisions. The Innovation Committee evaluates, advises on improvements, and recommends the business case for action.*

- 6) BUSINESS RISKS** [Outline, at a high-level, what business risks exists and how the Innovation team will mitigate these risks. Describe the impact and probability of each risk along with a mitigation strategy to address each risk.]
- 7) ALTERNATIVES AND ANALYSIS** [The Alternative Analysis section should identify options and alternatives to the proposed solution and the strategy used to identify and define them. Further analysis of these potential options should be performed to identify a preferred solution. Include a description of the approaches for the identification of alternatives and an outline/description of each alternative considered. Include at least three viable alternatives, including the option of keeping things “as-is” or reuse existing people, equipment, or processes, and identify one as the preferred solution.]
- 8) Pilot or Proof of Concept** [If a pilot or proof of concept is needed to evaluate a solution, indicate here the desired approach and timeframe. Identify industry partners, funding amount needed and expected source of funding.]
- 9) Preferred solution**
- FINANCIAL CONSIDERATIONS** [Identify funding sources for all investment component costs for the preferred solution. This should include consideration of items such as capital costs, operating costs, total cost of ownership, impact on other projects, impact on current business model, funding requirements, etc.]
  - PRELIMINARY ACQUISITION STRATEGY/PLAN** [Identify acquisition sources for the preferred solution that includes all project supplies, services, contract resources, hardware/software, ongoing support and maintenance, and commercial items.]
  - PRELIMINARY WORK BREAKDOWN STRUCTURE** [Include a Work Breakdown Structure (WBS) for the preferred solution. The WBS organizes and defines 100% of the scope of planning and implementation work to be accomplished and displays it in a way that relates work elements to each other and to the project’s goals. The purpose of the WBS is to ensure that all elements of the business solution are addressed, e.g. Business Process Definition and Documentation; Organizational Change Management; Training; Stakeholder Communication; etc.]

Case

**Moving from business case to action:**

- **The launch of multi-agency action will require business case approval by executive level state review.**
- **Pilots or proofs of concept may be approved by Innovation Committee or by a sponsoring agency if funding is minimal and comes from existing sources.**



**4. Plan Launch** – *The Innovation Team prepares project plans for pilots or multi-agency projects. The Innovation Committee reviews and advises on project plans, advocates chosen projects for approval. The Innovation Program will rely on the current Georgia approach to planning projects.*

**Pro-  
ject**

- 10) Innovation Team creates project plan for implementing a proof of concept, pilot or multi-agency innovation projects.
- 11) Innovation Committee contributes where needed in project planning to ensure successful result

**Moving from project plan to action:**

- **Launching multi-agency action will require business case approval by executive level state review.**
- **Pilots or proofs of concept may be approved by Innovation Committee or by a sponsoring agency if funding is minimal and comes from existing sources.**



**5. Execute and Monitor** – *InnovationTeam and Committee track and monitor Pilot or Project metrics and update the innovation process in a periodic process review. Projects will be executed and managed using Georgia’s current project management approach. Results will be monitored using available Georgia tracking tools and methods.*

**Track**

- 12) Innovation Committee tracks, reviews results and takes action as needed
- 13) Ongoing projects are part of an Innovation Portfolio.

**Moving from project launch to tracking:**

- Tracking begins on project launch and continues through innovation retirement
- Tracking will be performed with existing tools or new tools used for tracking important projects