Example of a summarised outcome picture collection (for a payroll unit)

		Success	Qualified Success	Partial Success	Failure	Worst imaginable
Benefits	**Timely and accurate payments**	No paydays missed due to payroll team failures. No systematic or uncorrected errors, no unauthorised payments.	Some excusable exceptions, possibly including isolated unauthorised payments.	Multiple preventable exceptions, possibly including some continuing unauthorised payments (under investigation).	Repeated or widespread delays and errors. Full extent of unauthorised payments not known to the payroll team.	Payroll team failures led to legal action against the organisation, OR loss of workforce threatening viability.
	Employee perception	Payroll is not an issue for employees.	Isolated grumbles about payroll, not the real issue for employees.	Payroll problems lowered morale and weakened employee retention.	Payroll problems are a leading reason for poor morale.	
Costs	**Audit**	Every dollar of payroll expense during the year is supported, with only excusable exceptions.	There have been identified cases of missing records and discrepancy during the year.	Substantial gaps in the audit trail, almost certain to be reported by a future audit.	Payroll is unauditable, and there is a suspicion of fraud or gross mis-management.	Records have been systematically destroyed and obfuscated to hide fraud.
	Costs per employee	Costs per employee within industry norms.	Cost per employee is high, with some justification.	High cost is sustainable though undesirable and unjustified.	Costs are high enough to threaten the organisation's profitability.	
	Stay within budget	Within budget for the year.	Explainable budget variances at the end of the year. No serious surprises.	Some surprise year-end variances that the boss or CFO would have wanted to avoid.	Some unwise or reckless spending, resulting in problems outside the payroll unit.	Continuing damage to organisation profitability in future years.
Dangers	**Prevent fraud**	Good fraud controls that show there were very few attempts, all unsuccessful. Good response to bad employee behaviours.	A couple of fraud attempts were detected. Strong response to those cases. Some isolated employee rorting, under investigation.	Some frauds achieved short-term success, but were subject to investigation, and action was taken. Employee rorting is not uncommon.	Systematic frauds sustained without detection. Employee rorting is becoming normalised as part of the organisation.	Payroll team members colluding in systematic fraud. Employee fraud and rorting is built into the organisation's culture.
	Confidentiality	Good practices demonstrated	Isolated lapses in protocols, no real concerns.	A couple of incidents.	Systematic carelessness, so that payroll is not truly confidential.	General disregard for confidentiality.
	Values and behaviours	Well within values and codes. Minor exceptions addressed decisively.	Everyone received basic entitlements, service level possibly uneven.	Some employees or managers given poor service, or exceptional service, on purpose.	Payroll team members have been known to exploit their position.	Payroll team members taking bribes, or worse.
Capability	**Continuing capability to pay employees**	Continuing capability demonstrated. Changes will protect capability.	Capacity has been up and down. Possibility of future backlogs or other problems.	Capacity will have to be increased in the medium term.	Backlogs and inadequate capacity. Not sustainable.	Imminent possibility of payroll failure.
	New arrangements	On track to achieve benefits.	Benefits expected, but possibly delayed or reduced.	Project continues, but benefits in doubt.	Project stalled or cancelled.	