

Outcome Realisation and Organisational Change Management

the Tasmanian Government Approach

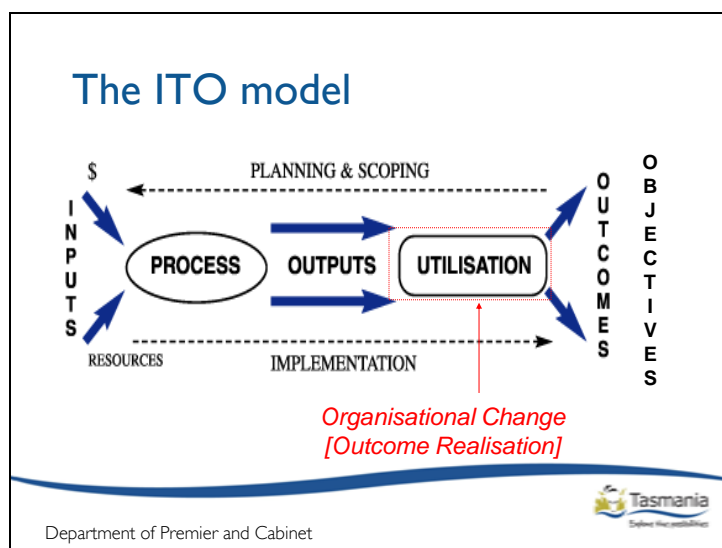
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The Tasmanian Government Project Management Framework

- Evolved since 2000.
- Based on knowledge gained by experience project managers in the Tasmanian State Government.
- Outcome focussed.
- Includes guidelines, templates, fact sheets, frequently asked questions and example project documentation

The bottom line

- All Projects bring about change in the context of an organisational corporate and business culture.
- Planning for outcome realisation should begin as early as possible in the project.
- Organisational change supports outcome realisation.



The 'Input-Transformation-Output' model developed by John Smyrk (Sigma Management Science) provides a useful way to visualise the planning and scoping process (right to left) against the implementation process (left to right).

Once the objective(s) has been identified and agreed, a project can identify the required outputs (eg. revised business processes, new facilities, policy, infrastructure etc) in consultation with the relevant business areas, and the groups of stakeholders who will utilise them.

Whether the stakeholders are citizens, politicians, agency employees or other constituents, effective **utilisation** requires specific **organisational change** to satisfy the business drivers, thereby enabling the project's outcomes to be realised. The *Tasmanian Government Project Management Guidelines* refers to this stage of the project as outcome/benefits realisation. Outcomes are linked with objectives, in that if the outcomes are achieved then the project's objective(s) have been met.

The Tasmanian Government approach stipulates that Business Case funding requests and Project Business Plans are framed in terms of the business drivers rather than solely technology or infrastructure requirements. In this sense, there are no "ICT" projects as such, but rather projects with business drivers that may include an ICT component as part of the solution.

Some Terminology

Outcomes
Project Objective
Target Outcomes
Outputs



The slide is titled "Project Objective" and "The WHY". It lists three key points: "The rationale for the project", "Business drivers", and "Relationship to corporate objectives". At the bottom, it features the logo for the Department of Premier and Cabinet and the state of Tasmania with the motto "Salvo Incumbitur".

Project Objective
The WHY

The rationale for the project
Business drivers
Relationship to corporate objectives

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A project objective is a statement of the overarching rationale for why the project is being conducted. It focuses on what the project is going to achieve, rather than what is produced. A project can have one or more objectives, which do not need to be measurable.

A useful way to frame the objective is to answer the question 'why are you doing the project?' The result is a one sentence statement, or series of statements, starting with the word 'To'.

Objectives: The goals that define the strategic direction on an Agency/organisation, and are delivered through the work of projects. These objectives may be found in Corporate Business plans, strategic plans, budget papers, Tasmania Together. (TGMPG Glossary)

Example: Web Publishing Framework Project Objectives Hierarchy

The TGWPF Project will contribute to Tasmanian government agencies achievement of relevant whole of government and organisational goals in the following areas:

- Tasmania *Together*
- Informing Tasmanians, Department of Education policy framework (2005)
- Service Tasmania Online Board objectives (Department of Education)*
- Whole-of-Government Communications Policy (Department of Premier and Cabinet)
- Department of Premier and Cabinet Corporate Plan
- Inter Agency Policy and Projects Unit Business Plan 2004 –2006 V2.0

TGWPF Project Objective

To establish the *Tasmanian Government Web Publishing Framework – a collaborative model for whole-of-government web publishing better practice.*

Outcomes

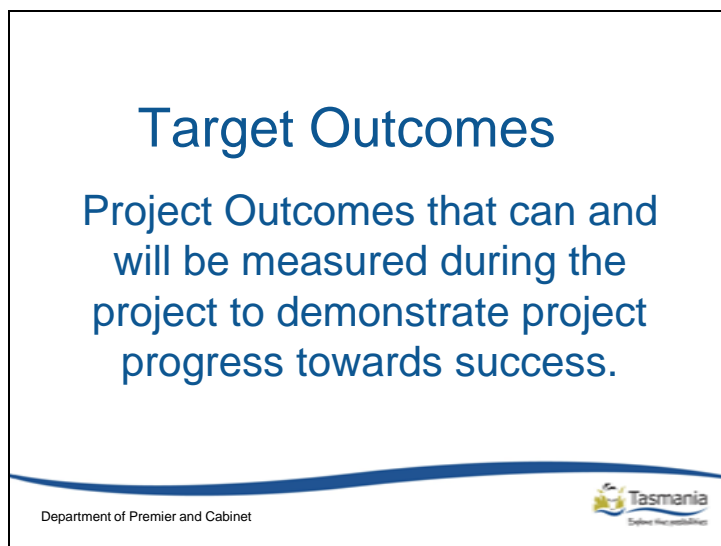
- Flow into business benefits
- Long term changes to be achieved by the project

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Outcomes are the benefits or other long-term changes that are sought from undertaking the project. They are achieved from the utilisation of the project's outputs. Outcomes are linked with objectives, in that if the outcomes are achieved then the project's objective(s) have been met.

'The benefits and other long-term changes that are sought from undertaking a project. Project outcomes are achieved from the utilisation of the outputs delivered by a project. Not to be confused with Agency Budget Outcomes and treasury arrangements.' TPMG Glossary



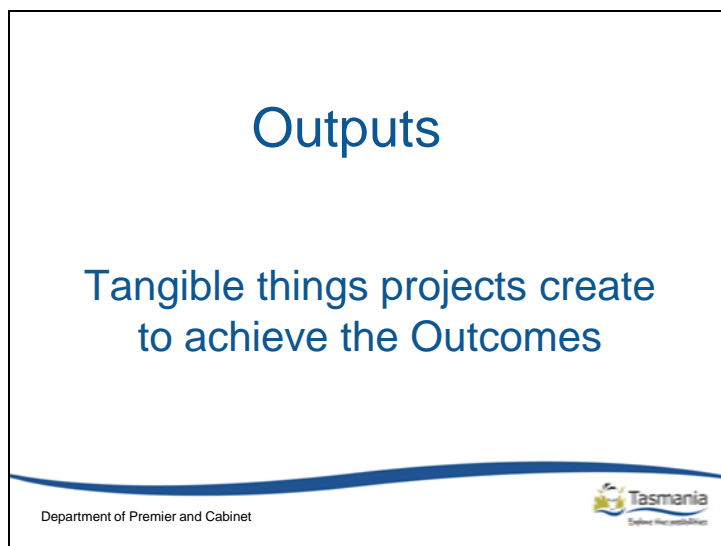
‘Measurable benefits that are sought from undertaking a project. Target Outcomes are achieved from the utilisation of the outputs delivered by a project. Stated, identified targets and measures are developed for gauging progress towards their achievements’. TGPMG Glossary

Target Outcomes for a project are outcomes that have a measurable benefit and will be used to gauge the success of the project. Usually there will only be a small number of target outcomes for any project. Each measure will be linked to one or more target outcomes. At the end of the project the measures will help answer such questions as ‘what have we achieved?’ and ‘how do we know?’

Target outcomes are expressed as a sentence in the past tense and usually start with a word ending in ‘ed’, such as improved, increased, enhanced or reduced. Framing target outcomes in this way makes it easier to determine their success measure.

Example: Web Publishing Framework Outcomes

- Improved standards for web publishing across the Tasmanian State Service
- Increased knowledge and skills in web publishing, through sharing information, resources and experience.



Outputs

Outputs are the products, services, business or management practices that will be required (produced) to meet the identified outcomes/benefits. They may be new products or services, or 'fixed things' called alterants. Outputs link with outcomes, in that the outputs are used by the project's customers to achieve the outcomes. Outputs are usually expressed as nouns

Example: Tasmanian Government Web Publishing Framework

- Tasmanian Government Web Publishing Framework Strategy Statement & Principles
- Tasmanian Government Web Publishing Standards
- Design and Navigation Guidelines (including Templates and Tools - Style Sheets to be developed)
- Usability Guidelines (incorporates Accessibility requirements)
- Metadata Guidelines for Discoverability
- Web Domain Naming Guidelines
- Web Content Management Guidelines
- Intellectual Property and Content Ownership Guide



Project Closure

Acceptance of outputs by the business owner/s – plan well ahead

Disband Project Team

Review

Celebrate

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It is important to formally close a project – stops them from drifting on.

Project closure will identify any outstanding work – this can also be managed.

In some cases, some of the outputs may already be handed over. Some may not have been completed.

Outcome realisation and project closure need to be planned accordingly, they are separate activities.

When a project closes project staff go, so does the budget. The Business owner staff and budget have to take over. How this occurs needs to be planned and agreed.



Outcome Realisation

- Confirm output ownership
- Post Project Reporting
- Plan for transition and Organisational Change Management

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Formally document outputs delivery and the Business owner's acceptance of ownership responsibilities – including maintenance requirements.

We have a great template and guide "Outcome Realisation Plan" that includes addressing organisational change management – or Transition planning.

Consider also that output delivery can occur sequentially during the project. This is why it is important to plan early for management of the required organisational change and outcome realisation.

If you have done your work with the outcomes hierarchy it will be easy to see how the project fits into ongoing operational corporate reporting.

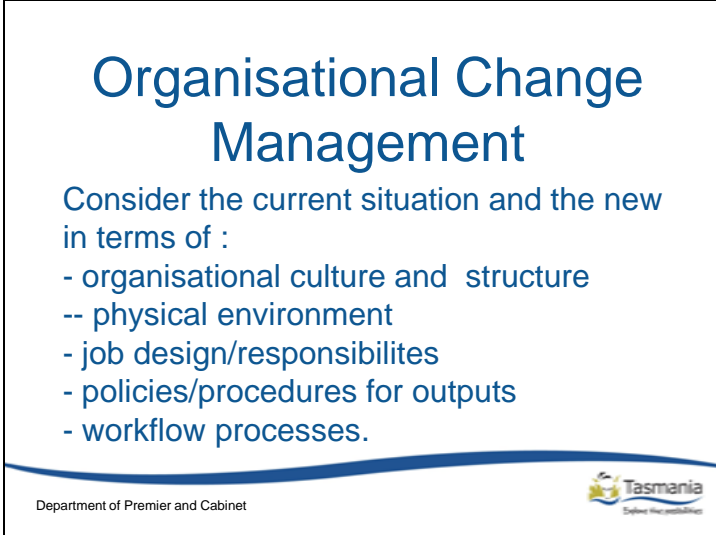


Project Manager

- Ensures that the project scope adequately details target outcomes and performance measures
- Identifies customers who will utilise outputs to generate outcomes
- Ensures fitness for purpose of outputs
- Monitors and ensures scope is relevant – identifies changes where required
- Assists Business Owner with development of Outcome Realisation Plan.

Steering Committee – responsible for ensuring an effective project Business plan is in place that will form the baseline for the Outcome Realisation Plan.

Business Owner – will manage and maintain outputs to achieve the benefits. Continue to report on the outcome realisation of the project once it is in operational mode through business unit reporting arrangements.



Organisational Change Management

Consider the current situation and the new in terms of :

- organisational culture and structure
- physical environment
- job design/responsibilities
- policies/procedures for outputs
- workflow processes.

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Operationalising the project benefits.

Organisational Change Management supports outcome realisation.

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Tasmanian Government Resources

- Outcome Realisation Plan: Template and Guide
- *Realising Project Benefits* project
- Case studies
- Examples – knowledge base

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Realising Project Benefits Project Outputs

Professional Development Activities

New and updated Resources

Communications – including reporting – webpage being populated with resources.

Learnings

- The project is timely
- 2 stage project development strategy has assisted in identifying and acting on improvement
- Target outcomes may be achieved in other ways than those initially intended

Target Outcome 1

Increased awareness across Government of outcomes/benefits realisation and organisational change management practices through the provision of quality resources and information.

Target Outcome 2

Improved understanding of the corporate chain of accountability in outcome/benefits realisation (including organisational change management) by Tasmanian Government executives, including senior and middle managers.

Target Outcome 3

Improved capacity among Tasmanian Government project participants to:

- a) identify and document measurable project outcomes and processes to monitor their achievement;
- b) Effectively plan, with Project Business Owners, for appropriate organisational change to support the realisation of project outcomes/benefits.

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