



Tasmania

Sharing Better Practice
Project Business Plan
Phase 2

Inter Agency Policy and Projects Unit
DEPARTMENT OF PREMIER AND CABINET

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This is version 2.0 of the *Sharing Better Practice* Project Business Plan.

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on behalf of the Steering Committee

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1 Overview

1.1 Project Title

Sharing Better Practice (Phase 2)

1.2 Project Initiation

The Department of Premier and Cabinet's draft Corporate Plan 2002-2005 identified major whole of government issues to be addressed by IAPPU in 2003-2004. These include "facilitation of good practice and development of an appropriate methodology to support significant Government information management and systems activities".

A stated function of the Inter Agency Policy and Projects Unit (IAPPU) is the "Identification, capture, value adding and marketing of good practice within State Government, to support the eGovernment Agenda." (IAPPU Business Plan 2002-2004 v1.1) A concept paper exploring ways in which this function might be implemented and suggesting initial focus areas, was discussed, modified and agreed to by the Inter Agency Steering Committee (IASC) on 14 April 2003.

A working definition of Good Practice in the Tasmanian Government context is

" the capture, sharing and subsequent implementation of "good ideas" i.e. innovations or "lessons learnt" about what works and what does not in Government business activities. This is aimed at improving the way we do business both in terms of effectiveness and efficiency." (Good Practice Discussion Paper, IASC 14 April 2003)

1.3 Background

Phase 1 of the project officially commenced in October 2003, with the approval of the Project Business plan for Phase 1, by the Steering Committee. Ongoing maintenance of the outputs from Phase 1 and 2 will be the responsibility of IAPPU. This will be further detailed in the Outcome Realisation Plan.

The purpose of this Project Business Plan is to build upon the establishment of structures and business processes within IAPPU and across agencies, to support the delivery of this Sharing Better Practice function. This plan details the **implementation** phase for this initiative. (Phase 2)

2 Objectives and Scope

The major objective for this project is to facilitate the capture, sharing and implementation of good practice ideas, in the areas of business process improvement; including project management, information management and information systems within the Tasmanian State Government. This is aimed at improving the way we do business both in terms of effectiveness and efficiency by working together across Government.

2.1 Outcomes

The Outcomes for this project are:

1. Improved sharing of better practice ideas and initiatives, in business process improvement, across the Tasmanian State Government.
2. Increased awareness of and accessibility to information about better practice for all Tasmanian Government Agencies.
3. Increased support for the adoption of better practice in business process improvement within Tasmanian Government agencies based upon the implementation of relevant policies, guidelines and standards.
4. Greater recognition of the Inter Agency Policy and Projects Unit as a source of better practice information.

2.2 Outputs

The Outputs for the *Sharing Better Practice* Project will be delivered in Phases. Phase 1 (August 03 – June 04) has been the **Set Up** Phase for this project. Phase 2 (July 2004-March 2005) is the **Implementation** Phase. Outputs planned for delivery in Phase 2 are described below.

1. Communication and Marketing

This will include:

- Rebadging the Project as Sharing Better Practice in order to encourage increased sharing of information by agencies and also to align with current trends both nationally and internationally;
- Support for sharing of information by agencies by either contributing to the better practice repository on the Inter Agency intranet site, or identifying practices which might be signposted;
- Raising awareness of the availability of better practice information and how this can be contributed to accessed and used. Initial mechanisms for this will include
 - emails to all IASC Reference, Working Groups and Communities of Practice;
 - Presentation to the IASC at its July meeting;
 - Contact with the Gartner contacts in each agency,

- Contact with the Communications Manager in each agency to arrange linking from agency intranet sites;
- Use of an eGovernment forum.
- Promoting a sense of ownership of the process and support for IAPPU including inviting relevant communities of practice to take ownership of the content on the intranet site

2. A repository of information and resources to be shared across agencies,

including information from the domains of:

- Business Process improvement including business process mapping and business analysis;
- Information Management;
- Records Management
- Information Security;
- IT management;
- Web publishing;
- Project Management

These domains contribute to the whole of government enterprise architecture framework it is recognised that many of these contain more discrete areas of practice, and that other domains will emerge through the Enterprise Architecture activities.

3. Structures and processes for ongoing management of the information resources

This will include:

- Application of the Sharing Better Practice business processes developed in Phase 1 of the project;
- Documented quality plan for the maintenance of the Inter Agency better practice intranet;
- Identification of co-ordinators for each of the domain areas. These coordinators to take responsibility for promoting sharing of information and resources within their particular domain, population of the Better Practice repository and for supporting the activities of communities of practice within their areas of responsibility. This is based upon the Sharing Better Practice governance model developed from Phase 1 of the project. (Attached as Appendix 1)

4. A Review and Closure report for Phase 2, to be endorsed by the Steering Committee.

5. An Outcome Realisation Plan

2.3 Scope of Work

The Phase 2 Scope of Work aims to consolidate the infrastructure for identification and sharing of existing better practice including the mechanisms for ongoing support for sharing better practice information across agencies, communicate the availability of the repository and encourage its population, support the development of new communities of practice as and where appropriate.

Table 1 High Level Scope of Work

In Scope	Out of Scope	Uncertain or Unresolved
Implementation of business processes to support the Better Practice Program	Architectural Principles implementation activities	
Communication and Marketing activities aimed at establishing IAPPU as the central driver in supporting sharing of better practice across government		
Support for the population of the better practice inter agency intranet site each of the domain areas including examples of the implementation of whole of government standards and guidelines	Managing policy implementation activities in the focus areas including Web publishing and Information Security.	
Development and implementation of a Quality Plan for the ongoing management of the Inter Agency Better Practice intranet site.		
Support for existing or establishment of new communities of practice in each of the domain areas, including working with the EA project with its focus group activities.		
Identification and publication of domain area contacts		
Targeted forums.		
A review of the Project Implementation Phase (Phase 2), and report to the Steering Committee and IASC for endorsement		
Outcome Realisation Plan including performance measures, subject to Steering Committee and Business Owner approval		

2.4 Assumptions and Constraints

Assumptions include:

- That the IASC will assist with the identification of better practice opportunities within their own agencies and act as advocates for dissemination of information;
- That IAPPU Managers, and other domain coordinators will capture examples of better practice within their areas of responsibility and assist with its dissemination.
- That existing IASC Reference and Working groups will form the basis of communities of practice for each of the domain areas.

Constraints include:

- Resource constraints related to the ongoing maintenance and continuous improvement of the better practice project management framework
- The extent to which agency personnel are able and willing to collaborate with this initiative;
- Existing barriers to sharing within and between agencies; and
- The capability of IAPPU to be able to support and maintain a better practice framework across government that encourages sharing, capture and dissemination of information on an ongoing basis.

3 Project Management Plan

3.1 Governance

3.1.1 Corporate Client

Rebekah Burton, Deputy Secretary Department of Premier and Cabinet

3.1.2 Steering Committee

Mitchell Knevett Chair DPAC

Darren Hine, Assistant Police Commissioner, DPPS

Judith Nguyen, Director Communications Policy, DPAC

David Strong, Director Corporate Services, Office of the Auditor General

Garry Hulme, Chief Information Officer, DHHS

Ian Scott, Business Development Manager, TMD

Seth Hills, Manager Fines Enforcement and MPES Transition, DoJ

Belinda Flowers, Manager Information Services, DoE

3.1.3 Project Sponsor

Mitchell Knevett, Manager IAPPU

3.1.4 Business Owners

The Inter Agency Steering Committee

Mitchell Knevett, Manager IAPPU

3.1.5 Project Manager

Kathleen Kuryl, Project Manager IAPPU

3.1.6 Project Officer

- Michelle Synott, Project Officer, IAPPU
- Other IAPPU staff will be accessed as required and as available

3.1.7 Reference Groups

This project will utilise existing relevant reference groups to avoid duplication of effort and to take advantage of existing expertise. Those identified at this stage are:

- The Project Management Advisory Committee;

- The IT Managers sub Committee;
- The Corporate Information Services Reference Group;
- The Web Publishing Reference Group;
- The Information Security Reference Group.

3.1.8 Working Groups

The project will utilise existing relevant working groups during this Phase. It may be appropriate and necessary to establish working groups as specific areas of better practice are identified in which case Terms Of Reference will be developed for endorsement by the IASC.

Existing working groups include the following:

- Web Publishing Guidelines working group;
- Information Security working group;
- Business Analysis Community of Practice

3.2 Reporting Requirements

Six weekly Progress Status Reports will be delivered to the Steering Committee and reports to the IASC as required.

Regular verbal reports, with no formal written status reports, will be delivered to Mitchell Knevett, Project Sponsor, and the IAPPU Management Group on a fortnightly basis.

Ad hoc status reporting will be delivered to specified Reference Groups and other stakeholder groups as identified. This will include the identified domain area coordinators.

4 Stakeholder Management Plan

4.1 Stakeholders

- IAPPU Management Group
- Tasmanian Government Agencies particularly middle management.
- IASC
- IASC Reference and working groups
- Information Management and Information Systems Community of Practice members
- Project Management Community of Practice members
- Business Process Improvement Community of Practice members
- MR Project Unit;

- Monetary Penalties Project

4.2 Communication Tools

Communication Mechanisms will be actioned as part of the Communication and Consultation Strategy and Action Plan which is an output of Phase 1. The strategy builds upon existing communication and consultation mechanisms including those utilised for project management activities and the Enterprise Architecture activities.

Mechanisms include:

- Involving the identified domain coordinators in communication and marketing activities;
- A schedule of face to face meetings with Agency executive management groups;
- Presentations to the IASC and their reference and working groups, including showcasing the new inter agency intranet site;
- Working with Gartner agency contacts;
- Focus groups
- List Server messages via the project management web site
- Website postings on the Inter Agency intranet site

4.3 Related Projects

This project is heavily reliant in Phase 2, for capture and sharing of better practice information, on the activities undertaken by other IAPPU staff, in their areas of responsibility.

Related projects include:

- The Tasmanian Government Enterprise Architecture Project (IAPPU)
- The Information Security Guidelines implementation activities; (IAPPU)
- The Web Publishing Systems and Processes Project (IAPPU)
- The Records and Information Management Project (Department of Education)
- Government Records and Document Management Systems issues Project (IAPPU)
- The MR Project (DIER/DPAC)
- The Monetary Penalties Enforcement Project (DJIR);
- Whole of government Communications Policy Project; and
- Potentially all Projects reporting to the IASC

5 Financial Summary

The project will be funded internally through the Inter Agency Policy and Projects Unit, Department of Premier and Cabinet. Major costs will be salaries.

6 Risk Management Plan

Risks will be managed according to the *Tasmanian Government Project Management Guidelines*. The Risk Register from Phase 1 will be maintained separately and reviewed at monthly intervals by the Project team. Regular Risk reporting will be included in the Steering Committee and IASC status reports.

Current major risks are those identified for Phase 1 of the Project and include:

Risk	Mitigation Strategy
Heavy reliance upon others for capture of information concerning good practice within Tasmanian Government Agencies	Communication and Consultation Strategy Plan activities and utilisation of the project management good practice framework. Regular meetings with IAPPU and other project managers from the related projects identified in the project business plan.
Barriers to sharing information concerning good practice across and within agencies.	<p>Communication Strategy. Support from IASC.</p> <p>Identifying and developing linkages within and between agencies through the work of the project and building upon the links established during Phase 1 of the project</p> <p>Collaborative activities including:</p> <ul style="list-style-type: none"> ▪ Supporting existing and developing new communities of practice ▪ Liaising with existing cross agency reference groups and forums ▪ Support for implementation of existing standards and guidelines across and within agencies ▪ Use of the new intragov intranet to promote the value of sharing information in a secure environment

Reluctance to implement agreed good practice within some agency business units.	<p>Communication Strategy. Support from IASC</p> <p>Collaborative activities as above and including</p> <ul style="list-style-type: none"> ▪ Support for the establishment of peer support and mentoring programs where appropriate
Project viewed by some stakeholders as aiming to identify existing areas of “poor practice” within agencies.	<p>Promote the project as an enabler for sharing better practice information across government (building upon the processes developed for Sharing Better Practice project management information) not as a policy and standards enforcement project.</p> <p>Use intranet site as example of what the project is aiming to achieve.</p>

7 Quality Management Plan

Project Management Methodology – Tasmanian Government Project Management methodology – using the *Tasmanian Government Project Management Guidelines Version 5.0*

Output Development methodology - This project will utilise the methodology developed during the Project Management Information and Resources project (PMIRP)

Output Quality –In Phase 1, the Steering Committee, IASC, IAPPU Management Group, and all identified relevant Reference Groups, will be consulted regarding the fitness for purpose of the initial outputs. Peer Review and Focus groups will be used as appropriate. As the *Sharing Better Practice* project progresses other identified communities of practice will be involved depending upon the outputs being delivered.

Performance measures - baseline data for each of the Outcomes against which achievement can be measured will be developed, as part of the Outcome Realisation Plan The project will also utilise existing performance measurement activities undertaken by the Project Management Services area of IAPPU.

Standards – *Tasmanian Government Web Publishing Standards* – for use with all web-based published information and resources. Other standards will be identified as part of this project.

Reporting – As per *Reporting Requirements*.

Monitoring – regular revision of progress against the Project Business Plan by the Project Manager and the Project Sponsor.

Risk Assessment & Management – regular team meetings to examine the Risk Register and contingency planning progress. Risk Status will be reported to the Project Steering Committee and IASC via the Project Status reports.

Issues Register Management – to be maintained by designated Project Officer on a regular basis, with input from the IAPPU Managers and Project team members as issues are raised. Major issues will be escalated to the Project Steering Committee for direction via the Project Status Reports.

Information Management – use of TRIM file system, with registration of all key documents.

8 Project Development Plan

8.1 Project Development Strategy

This initiative will be developed in phases. Phase 1 was the **Set Up** Phase (August 03 – June 04). The high level Project Development Schedule is below. A more detailed task list timeframe and resource allocation will be maintained separately from this Project Business Plan.

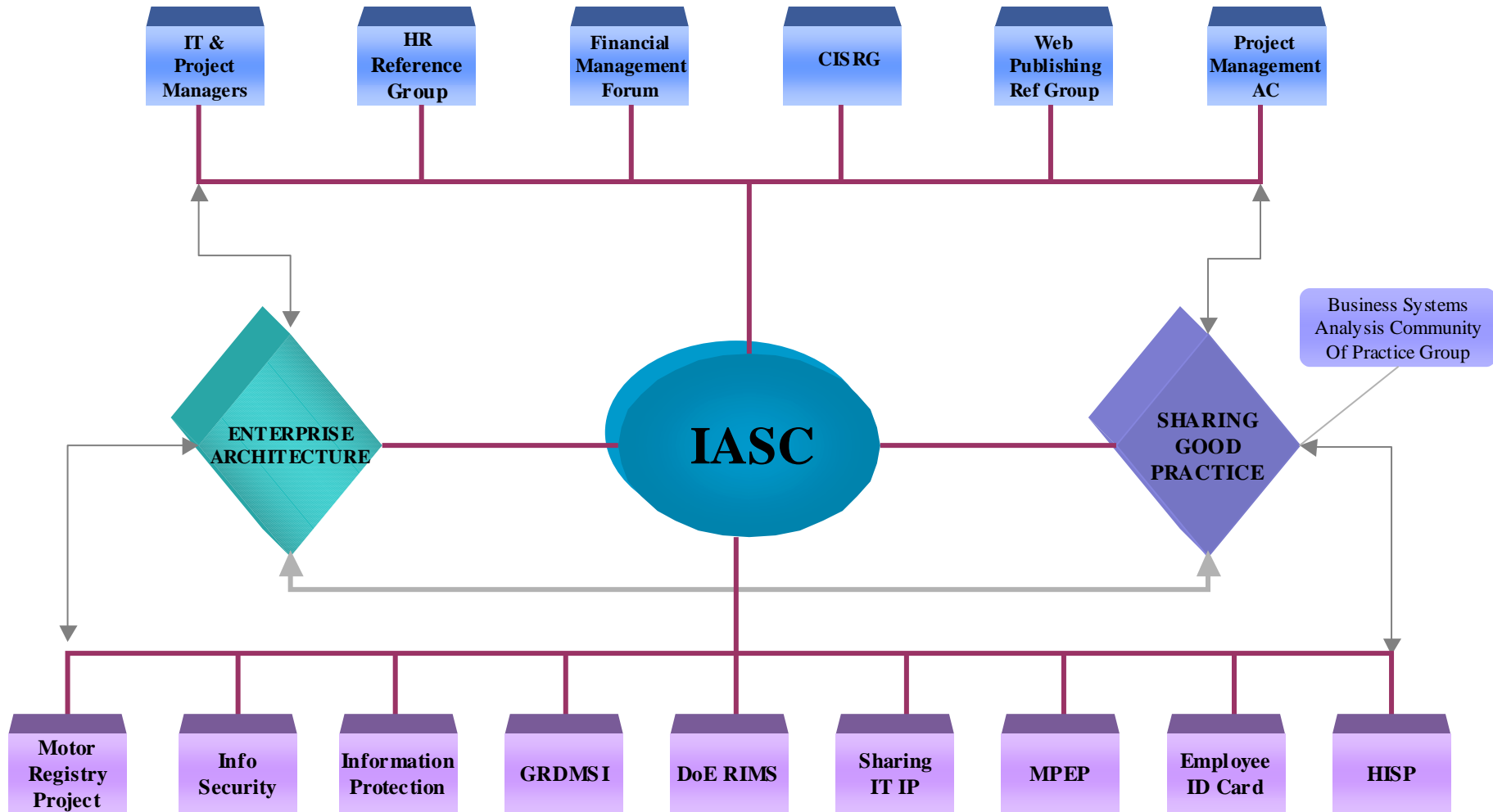
Table 2 Project Development Schedule Phase 1: July 2004 - March 2005

Key Milestones	Date
Business processes to support the Better Practice Program	July
Presentation to IASC	12 July
Schedule for presentations to agency execs	15 August
All agency intranets linked to intragov	30 August
Final version of Quality Plan for the ongoing management of the Inter Agency Better Practice intranet site.	30 August
Schedule for presentations to IASC groups	15 September
Identification and publication of domain area contacts	30 September
Outcome Realisation Plan including performance measures, subject to Steering Committee and Business Owner approval	30 September 2004
Business Analysis e-government forum	28 October
New information published on intranet site for each of the domain areas	17 December
A review of the Project Implementation Phase (Phase 2), and report to the Steering Committee and IASC for endorsement	March 2005

9 Outcome Realisation Plan

All outputs from the *Sharing Better Practice* Project will be delivered progressively to the IAPPU Business Unit for ongoing management. The Manager IAPPU is the designated Business Owner for this project together with the Inter Agency Steering Committee. An Outcome Realisation Plan incorporating planning for ongoing management of the outputs and reporting achievement against the targeted outcomes will be developed as an output of Phase 2 of this project.

SUB-COMMITTEES / REFERENCE GROUPS



PROJECTS

Sharing Good Practice Governance Model

February 2004