



Tasmania

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**Sharing Good Practice**  
**Project Business Plan**  
**Phase 1**

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*Inter Agency Policy and Projects Unit*  
DEPARTMENT OF PREMIER AND CABINET

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## **DOCUMENT ACCEPTANCE and RELEASE NOTICE**

This is version 1.0 of the *Sharing Good Practice* Project Business Plan.

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PREPARED: \_\_\_\_\_ DATE: \_\_/\_\_/\_\_  
(for acceptance) Kathleen Kuryl, Project Manager

ACCEPTED: \_\_\_\_\_ DATE: \_\_/\_\_/\_\_  
(for release) Mitchell Knevett, Project Sponsor  
on behalf of the Steering Committee

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2	1.0	3 October 2003	Kathleen Kuryl Project Manager Inter Agency Policy and Projects Unit Department of Premier and Cabinet
3	1.0	3 October 2003	Siobhan Gaskell Director State Library Department of Education
4	1.0	3 October 2003	Belinda Flowers Manager Information Services Department of Education
5	1.0	3 October 2003	Darren Hine Assistant Police Commissioner Department of Police and Public Safety
6	1.0	3 October 2003	Judith Nguyen Director Communications Policy Department of Premier and Cabinet
7	1.0	3 October 2003	Garry Hulme Manager Information Technology Department of Health and Human Services
8	1.0	3 October 2003	Seth Hills Manager Fines Enforcement Department of Justice and Industrial Relations
9	1.0	3 October 2003	Ian Scott Business Development Manager TMD Department of Premier and Cabinet
10	1.0	3 October 2003	David Strong Director Corporate Services Office of the Auditor General
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# 1 Overview

## 1.1 Project Title

Sharing Good Practice (Phase 1)

## 1.2 Background

The Department of Premier and Cabinet's draft Corporate Plan 2002-2005 identifies 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)*

The purpose of this Project Business Plan is to document an agreed approach to piloting the establishment of structures and business processes within IAPPU and across agencies, to support the delivery of this Sharing Good Practice function leveraging off the good practice framework developed for the Tasmanian Government project management methodology. This plan details the **Set Up** or establishment phase for this initiative. (Phase 1)

# 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 good practice ideas and initiatives, in business process improvement, across the Tasmanian State Government.
2. Increased awareness of and accessibility to information about good practice for all Tasmanian Government Agencies.
3. Increased support for the adoption of good 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 good practice information.

Performance measures for determining progress towards the achievement of these outcomes will be developed during the **Set Up** Phase (Phase 1) of this project.

There are strong links between the *Sharing Good Practice* Project and the good practice activities associated with the ongoing maintenance of the generic Tasmanian Government project management methodology. Separate performance reporting occurs against the delivery of the project management outputs and achievement of outcomes, which this project will utilise as appropriate.

## 2.2 Outputs

The Outputs for the *Sharing Good Practice* Project will be delivered in Phases. Phase 1 (August 03 – April 04) is the **Set Up** Phase for this project. Outputs planned for delivery in Phase 1 are described below.

### 1. **A Framework for capture, value adding and dissemination of good practice.**

This will include:

- Criteria for assessing “what is good practice” both generically and subject specific.
- Established business processes within IAPPU that allow for both “signposting”<sup>1</sup> and repository establishment activities as appropriate;
- Agreed timeframes and focus areas;
- A methodology for capturing and dissemination of information across agencies that includes both face to face and electronic;

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<sup>1</sup> “signposting” in this context refers to the identification of where areas of good practice exist and directing agencies to them i.e. pointing in the ‘right’ direction as opposed to central storage of information, i.e. acting as a repository.

- Process for incorporating best practice research from sources such as Gartner services; and
- A Communication Strategy and Action Plan including mechanisms for consultation in Phase 1.

**2. Initial data for sharing good practice information,**

including information from the agreed focus areas of:

- *Information Management practices:* building upon those developed through projects such as the Department of Education's Records and Information Management System Project (RIMS) (e.g an Information Access Protocols template and other resources to be sought via the proposed Information Management sub Committee);
- *Opportune areas of IT management practice:* including use of information gathered by the Management of Information Systems Technologies (MIST) Survey (planned outputs to be identified through consultation with members of the IT and PM Forum sub Committee);
- *Business Case development within government:* including business systems analysis, benefits identification and realisation (planned outputs to include a check list for pre-project planning within the Tasmanian Government, a "Lessons Learnt" primer, Fact Sheet, targeted forums and sample documents and other resources sought from the Tasmanian Government Project Management Advisory sub Committee and the Business Systems Analysis Community of Practice);
- *Good practice in relation to the implementation of the Tasmanian Government Web Publishing guidelines;* (content management system learnings from the proposed Nett Effect Strategy in the Department of Justice and Industrial Relations, other learnings sought from the Tasmanian Government Web Publishing Reference Group);
- *Good practice in relation to the implementation of the Information Security Guidelines:* (targeted areas of incident reporting and management, governance and risk management and other learnings sought from the proposed Information Security Reference Group); and
- *Opportune areas in good practice in the use of human resource management information systems:* (planned outputs to be identified via the Tasmanian Government Human Resource Management Reference Group).

**3. A review and report of progress made in Phase 1, to be endorsed by the Steering Committee and IASC before proceeding to Phase 2**

**4. Phase 2 Project Business Plan**

- including performance measures to enable measuring of progress towards the achievement of the project outcomes; and
- Areas of focus for the future.

## 2.3 Scope of Work

The Phase 1 Scope of Work aims to establish the infrastructure for identification and sharing of existing good practice.

**Table 1 High Level Scope of Work**

<b>In Scope</b>	<b>Out of Scope</b>	<b>Uncertain or Unresolved</b>
Documented business processes to support the Good Practice Framework	Architectural Principles implementation activities	Other standards and guidelines which may be identified as requiring development through the Phase 1 Set Up activities. These may become outputs from Phase 2
Development of an appropriate methodology, including identification of criteria for determining good practice activities, as part of the Good Practice Framework building upon the project management framework	Development and maintenance of standards and guidelines in other IAPPU functional areas such as Enterprise Architecture, Information Security, Web publishing and the Project Management Guidelines	
Development of Communication and Consultation Strategy and Action Plan aimed at establishing IAPPU as the central driver in supporting sharing of good practice across government	Communication and Marketing plan for general IAPPU Services.	
Collection of an initial component of good practice information/data gathered from each of the focus areas, and others as they arise, for sharing between government agencies.	Managing policy implementation activities in the focus areas including Web publishing and Information Security.	
Establishment and population of the <b>Sharing Good Practice</b> Menu page on the government online (go.tas) web site	New resources where existing will be utilised	
Capture and sharing of some immediate Lessons Learnt through recent IASC Project activities, including: <ul style="list-style-type: none"> <li>▪ a checklist for pre project planning within government;</li> <li>▪ “Lessons Learnt” Primer;</li> <li>▪ Business Case Fact Sheet;</li> <li>▪ targeted forums.</li> </ul>		
Investigation of appropriate software to support more interactive sharing of good practice across government agencies		
A review of the Project Set Up Phase (Phase 1), and report to the IASC for endorsement		
Project Business Plan for Phase 2 including performance measures, subject to Steering Committee and IASC approval		

## 2.4 Assumptions and Constraints

Assumptions include:

- That the IASC will assist with the identification of good practice opportunities within their own agencies and act as advocates for dissemination of good practice information;
- That IAPPU Managers will “sign post” good practice within their areas of responsibility and assist with its dissemination.

Constraints include:

- Availability of information from the MIST Survey before the completion of Phase 1 of this project;
- Resource constraints related to the ongoing maintenance and continuous improvement of the good practice project management framework and the implementation of the Year of the Small Project Business Plan;
- 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 good 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

Siobhan Gaskell, Director State Library, DoE

Darren Hine, Assistant Police Commissioner, DPPS

Judith Nguyen, Acting Director Communications Policy, DPAC

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

Garry Hulme, Manager Information Technology, DHHS

Ian Scott, Business Development Manager, TMD

Seth Hills, Manager Fines Enforcement, DJIR

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 Inter Agency Steering Committee Representative**  
Philip Mussared Deputy Secretary Department of Treasury and Finance

**3.1.6 Project Manager**  
Kathleen Kuryl, Project Manager IAPPU

**3.1.7 Team Leader**  
Maria Skillern, Senior Project Officer, IAPPU

**3.1.8 Project team (part time)**

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

**3.1.9 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 and PM sub Committee;
- The Corporate Information Services Reference Group;
- The Web Publishing Reference Group;
- The Information Security Reference Group; and
- The Human Resources Managers Reference Group

**3.1.10 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 good 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 Systems 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.

## **4 Stakeholder Management Plan**

### **4.1 Stakeholders**

- IAPPU Management Group
- Tasmanian Government Agencies particularly middle management.
- Government Business Enterprises
- State Owned Corporations
- Statutory Authorities
- IASC

### **4.2 Beneficiaries**

- Local Government Councils
- Non-profit Organisations
- Visitors to the Government Online web site (go.tas) and the Project Management web site
- Information Management and Information Systems Community of Practice members
- Project Management Community of Practice members
- Business Process Improvement Community of Practice members

### **4.3 Communication Tools**

Communication Mechanisms will be developed as part of the Communication and Consultation Strategy and Action Plan which is an output of Phase 1. The strategy will build upon existing communication and consultation mechanisms including those utilised for the good practice project management activities and the Promotion of IAPPU Services Project (POISE) marketing activities.

Mechanisms include:

- A Schedule of face to face meetings and consultation activities aimed at building upon existing communities of practice
- Focus groups
- List Server messages via the project management web site
- Website postings on the government online site (go.tas)

## **4.4 Related Projects**

This project is heavily reliant in Phase 1, for initial capture and sharing of good practice information, on the activities undertaken by other IAPPU staff, in their areas of responsibility.

Related projects include:

- Promotion of IAPPU Services Project (POISE)
- The Year of the Small Project (IAPPU)
- The Tasmanian Government Enterprise Architecture Project (IAPPU)
- The Information Security Guidelines implementation activities; (IAPPU)
- The Web Publishing Guidelines implementation activities (IAPPU)
- The Records and Information Management Project (Department of Education)
- Government Records and Document Management Systems issues Project (IAPPU)
- Whole of government Communications Policy Project; and
- Potentially all projects reporting to the IASC including the Motor Registry System Redevelopment and the Monetary Penalties Enforcement projects.

## **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*. An initial risk analysis has been recorded in the Project Risk Register. The Risk Register 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 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 with the project management community of practice.</p> <p>Collaborative activities including:</p> <ul style="list-style-type: none"> <li>▪ supporting existing and developing new communities of practice</li> <li>▪ liaising with existing cross agency reference groups and forums</li> <li>▪ support for implementation of existing standards and guidelines across and within agencies</li> </ul>
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"> <li>▪ support for the establishment of peer support and mentoring programs where appropriate</li> </ul>

<p>Project Scope not tightly defined as the Project is exploratory in nature particularly in its first phase. This could lead to unrealistic expectations on the part of key stakeholders and cause increased workload for the project. (ie Scope Creep)</p>	<p>Close monitoring of project activities and timeframes. Use of Communication and Consultation mechanisms to manage stakeholder expectations. Regular status reporting to the Project Steering Committee and the IASC.</p>
<p>Project viewed by some stakeholders as aiming to identify existing areas of “poor practice” within agencies.</p>	<p>Promote the project as an enabler for sharing good practice information across government (building upon the processes developed for sharing good practice project management information) not as a policy and standards enforcement project.</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 Good 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 from the Phase 1 Review and documented in the Phase 2 Project Business 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* draft – 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 official documents. New File to be established in consultation with the IAPPU Executive Officer.

## 8 Project Development Plan

### 8.1 Project Development Strategy

This initiative will be developed in phases. Phase 1 is the **Set Up** Phase (August 03 – April 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: August-2003 - April 2004**

Key Milestones	Date
Phase 1:	
Set up cross agency Steering Committee	30 July
Phase 1 Project Plan endorsed by the Steering Committee	29 August 2003
Good Practice menu page on the go.tas web site. Discussion paper and Project Plan published	30 October
Communication and consultation Strategy and Action Plan endorsed by the Steering Committee	30 October
Published Checklist re what to consider before commencing a major project within government	30 October
Lessons learnt regarding Business Case development in Government shared with agencies and incorporated into the Project Management Business Case Template and Fact sheet.	30 October
Broad Criteria for assessing what is considered to be good practice endorsed by the Steering Committee and IASC	10 December
Draft business procedures agreed to by Manager IAPPU	December
Basic Framework including methodology for capture, value adding and dissemination of good practice for endorsement by the Steering Committee and IASC	28 February 2004
Initial information for piloting sharing of good practice form each of the focus areas published or linked to on the web site. This includes: <ul style="list-style-type: none"> <li>▪ <i>Information Management practices</i></li> <li>▪ <i>Opportune areas of IT management practice:</i></li> <li>▪ <i>Business Case development within government:</i></li> <li>▪ <i>Good practice in relation to the implementation of the Tasmanian Government Web Publishing guidelines;</i></li> <li>▪ <i>Good practice in relation to the implementation of the Information Security Guidelines:</i></li> <li>▪ <i>Opportune areas in good practice in the use of human resource management information systems:</i></li> </ul>	30 March 2004
Review of Phase 1 with recommendations for Phase 2 endorsed by Steering Committee and IASC	April 2004
Phase 2 Project Plan including performance measures for reporting progress towards achievement of the Project Outcomes.	May 2004

## 9 Outcome Realisation Plan

Performance measures to track progress towards the achievement of the stated outcomes for the project, will be developed at the completion of Phase 1 and documented in the Phase 2 Project Business Plan.

All outputs from the *Sharing Good Practice* Project will be delivered progressively to the IAPPU Business Unit for ongoing management as part of the Good Practice functional program. 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.