



**Project Management Information and
Resources Project**

Outcome Realisation Plan

Policy Development and Management Unit

eServices Group

Department of Premier and Cabinet

Acknowledgements

The contribution of the following individuals and groups in preparing this document is gratefully acknowledged:

John Smyrk, Sigma Management Science

The Inter-Agency Steering Committee

The PMIRP Steering Committee

The PMIRP cross Agency Reference and Working Groups

The PMIRP Team

Project participants from all agencies

This document has been derived from a template prepared by the Department of Premier and Cabinet, Tasmania. The structure is based on a number of methodologies including the Tasmanian Government's *Project Management Guidelines* 2000, Rob Thomsett's project management methodologies as described in *Third Wave Project Management: a handbook for managing the complex information systems of the 1990's*. Rob Thomsett. Prentice-Hall, Inc. 1993 and John Smyrk's ITO methodology as outlined in his *Business Case Development and Project Management* workshops.

For further details, refer to <http://www.go.tas.gov.au/projman/projmanmenu.htm>

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TABLE OF CONTENTS

- 1. EXECUTIVE SUMMARY 1**
- 2. INTRODUCTION..... 4**
 - 2.1. DOCUMENT PURPOSE..... 4
 - 2.2. INTENDED AUDIENCE..... 4
- 3. OUTCOME REALISATION..... 5**
 - 3.1. PERFORMANCE MEASURES 6
 - 3.2. ACHIEVEMENT OF THE TARGET OUTCOMES..... 8
 - 3.3. ASSUMPTIONS AND CONSTRAINTS..... 12
- 4. COMMUNICATION PLAN 13**
 - 4.1. KEY COMMUNICATION ISSUES..... 13
 - 4.2. COMMUNICATIONS STRATEGY..... 13
- 5. MAINTENANCE PLAN 15**
 - 5.1. MANAGEMENT OF THE PMIRP OUTPUTS 15
 - 5.2. OUTPUTS 15
 - 5.3. RESOURCING..... 16
 - 5.4. MONITORING AND REPORTING..... 17
 - 5.5. PROJECT CLOSURE..... 18
- APPENDIX 1 OUTPUT MANAGEMENT PLAN**
- APPENDIX 2 REFERENCE GROUP TERMS OF REFERENCE**

1. Executive Summary

The intended audience for this document is the PMIRP Steering Committee, the IASC and Celia Taylor, Manager PDMU.

The *Project Management Information and Resources Project*, (PMIRP) Business Plan identified the Inter-Agency Steering Committee, (IASC) and the Manager, Policy Development and Management Unit (PDMU) as Business Owners for the Project. The Tasmanian Government *Project Management Guidelines* defines Project Business Owners as “being responsible for utilising the project outputs and realising the agreed project outcomes.”

The PMIRP identified the longer term benefits from the project for the Tasmanian Government as being:

- Improved standards for project management across the Tasmanian State Service; and
- Increased knowledge and skills in project management methodology, through training and development covering all project participants.

These benefits should be realised through the commitment by the Inter-Agency Steering Committee, and the PDMU, to the utilisation of the Project outputs.

In order to measure progress towards the achievement of these longer term benefits it is necessary to identify some means by which the IASC and PDMU as Business Owners can qualitatively and quantitatively measure progress. (These are outlined in Section 3.1 of this document.) Whilst in the absence of baseline data it is difficult to measure progress directly, the following means are recommended.

These include:

- Formal reviews of Tasmanian Government Projects
- Review by an external consultant
- Formal reviews, as part of the Service Closure reports from the Advisory and Review Service, Project Services, PDMU;
- PDMU to collate and record:
 - information obtained from pre-project consultation activities which provides some baseline data; and
 - anecdotal observations arising from the advice and support activities of Project Services;
- Collection of quantitative data including web usage statistics, template usage, use of PMInfo help desk, participation in promotional/information sessions (including Project Management Forums), use of the formal Advisory Service

The target outcomes defined for the PMIRP are:

- Improved quality of information and resources relating to project management tools, techniques, processes and training needs for project participants;
- Improved accessibility of information and resources relating to project management tools, techniques, processes and training needs for project participants;
- Greater recognition of the PDMU as a source of high quality information and resources relating to Project Management.

The *PMIRP Phase 2 Project Review and Project Closure Report* (March 2001) identified that significant progress had been made towards the achievement of each of the target outcomes from the PMIRP. This was based upon a survey of key stakeholders, web usage statistics, feedback received from Project Management Forums, the PMInfo help desk on the web site and anecdotal feedback.

(Detailed in Section 3.2 of this document)

A new area has been established within the PDMU, eServices group, Department of Premier and Cabinet to manage the Outputs from the PMIRP and the existing formal Advisory and Review Service. The area is called **Project Services**.

Recommendations

- That the IASC endorse the conducting of formal project reviews both for IASC projects and identified Agency projects; (These might be conducted internally or by an external consultant).
- That the IASC support the provision of a qualitative review of progress toward the achievement of the PMIRP longer term benefits of improved standards and increased knowledge and skills, by an external consultant, both now and in two year's time. This will include provision of information from IASC members as Agency representatives;
- That PDMU include appropriate questions in the project closure reports conducted by the formal Advisory and Review service upon completion of a service activity, to enable tracking of improved standards for project management and increased knowledge and skills in project management methodology;
- That PDMU collect, maintain and report statistics on:
 - web site usage,
 - template registrations,
 - list server subscriptions,
 - PM Info Help Desk requests,
 - participation in Project Management Information sessions and Forums,

- amount of use of the formal Advisory and Review services, and
 - amount of use of the informal support and advice services
- That PDMU record anecdotal information about improved standards for project management and increased knowledge and skills in project management methodology from:
 - information obtained from pre-project consultation activities; and
 - the provision of advice and support activities by Project Services
- That the IASC undertake the Communication strategies outlined in Section 4 of this document; and
- That PDMU undertake the Communication Strategies outlined in Section 4.

2. Introduction

2.1. Document Purpose

The *Project Management Information and Resources Project*, (PMIRP) Business Plan identified the Inter-Agency Steering Committee, (IASC) and the Manager, Policy Development and Management Unit (PDMU) as Business Owners for the Project. This is the management document for the IASC and the Manager, Policy Development and Management Unit, (PDMU) eServices Group, Department of Premier and Cabinet, as Business Owners.

The purpose of this document is to:

- Gain Inter-Agency Steering Committee and through those agency representatives, Agency commitment to the utilisation of the PMIRP Outputs to achieve the identified long term benefits;
- Gain PDMU commitment to the utilisation of the PMIRP Outputs to achieve the identified long term benefits, and
- Document the arrangements for the continuing development and ongoing maintenance of the PMIRP Outputs by PDMU, eServices Group, Department of Premier and Cabinet.

This document:

- Recommends qualitative measures for determining progress towards achievement of the stated target outcomes and long term benefits;
- Recommends quantitative measures for determining progress towards achievement of the stated target outcomes and long term benefits;
- Recommends ways in which the IASC might promote Agency utilisation of the PMIRP outputs in order to progress the achievement of the stated target outcomes and long term benefits;
- Promotes appropriate application through the formal Advisory and Review Service and support and advice activities, including Project Management Forums, by Project Services, PDMU; and
- Details the new business processes adopted by PDMU to manage and continue development of these outputs.

2.2. Intended Audience

The intended audience for this document is the PMIRP Steering Committee, the IASC and Celia Taylor, Manager PDMU.

It is assumed that the IASC will act as representatives of Tasmanian Government Agencies who are the identified customers for the outputs from the PMIRP.

3. Outcome Realisation

The overall objective for the PMIRP is to improve accessibility to, and improve the quality of, information on project management tools and techniques and on available training for project participants. It is anticipated that longer term benefits to the Tasmanian Government will be:

- Improved standards for project management across the Tasmanian State Service; and
- Increased knowledge and skills in project management methodology, through training and development covering all project participants.

These benefits should be realised through the commitment by the Inter-Agency Steering Committee and the PDMU, to the utilisation of the Project outputs.

The PMIRP Business Owners are accountable for the realisation of these outcomes. This is shown in Table 1.

Table 1: Outcome ownership

Long Term Outcomes/Benefits	Accountable Business Owner(s)
1. Improved standards for project management across the Tasmanian State Service.	IASC PDMU
2. Increased knowledge and skills in project management methodology, through training and development covering all project participants.	IASC PDMU
Target Outcomes	Accountable Business Owner(s)
A. Improved quality of information and resources relating to project management tools, techniques, processes and training needs for project participants.	PDMU
B. Improved accessibility of information and resources relating to project management tools, techniques, processes and training needs for project participants.	PDMU
C. Greater recognition of the PDMU as a source of high quality information and resources relating to Project Management.	PDMU IASC

3.1. Performance Measures

The IASC is the only cross agency body involved with monitoring cross Agency, whole of government, Tasmanian government projects. Within Agencies it is assumed that the Executive Management groups would monitor medium to large projects.

In order to establish baselines and measure progress towards the achievement of the longer term benefits of improved standards for project management and increased knowledge and skills, it is necessary to identify some means by which the IASC and PDMU as Business Owners can measure progress.

These include:

- Report from external consultant

A qualitative review of progress toward the achievement of the PMIRP longer term benefits, by an external consultant, in May, 2001 and in two years time. John Smyrk, Sigma Management Science, from his position as Quality Consultant to many Tasmanian Government projects and major training provider for Project Management, has agreed to provide a qualitative review of progress towards the improvement of standards for project management across the Tasmanian State Service and increased knowledge and skills in project management methodology. The report will focus on the influence of the PMIRP whilst recognising that other factors such as the establishment of the IASC and the courses offered by the Training Consortium will also influenced this progress.

- Formal Project Reviews

Formal project reviews both for IASC projects and identified Agency projects. These might be conducted internally or by an external consultant. A standard template to be provided by PDMU if assistance is required. With the agreement of Agencies, using the IASC member as the contact, this information to be collated by PDMU and reported upon half yearly to the IASC. These formal project reviews to be used as a means of tracking the improvement of standards and increased knowledge and skills in project management across the Tasmanian State Service;

- Advisory and Review Service Interview questions

Appropriate interview questions in the project closure reports conducted by the PDMU formal Advisory and Review service upon completion of a service activity, to enable tracking of improved standards for project management and increased knowledge and skills in project management methodology;

- Information from Project Services, PDMU
 - Recording of information obtained from pre-project consultation activities to give some baseline data for the improvement of standards, knowledge and skills;
 - Recording of anecdotal information about improved standards for project management and increased knowledge and skills in

project management methodology from the provision of advice and support activities by Project services, PDMU.

- Collection, maintenance and reporting of statistics on:
 - web site usage,
 - template registrations,
 - list server subscriptions,
 - PM Info Help Desk requests,
 - participation in Project Management Information sessions and Forums,
 - amount of use of the formal Advisory and Review services, and
 - amount of use of the informal support and advice services

Recommendations

- That the IASC endorse the conducting of formal project reviews both for IASC projects and identified Agency projects;
- That the IASC support the provision of a qualitative review of progress toward the achievement of the PMIRP longer term benefits of improved standards and increased knowledge and skills, by an external consultant, both now and in two year's time. This will include provision of information from IASC members as Agency representatives;;
- That PDMU include appropriate questions in the project closure reports conducted by the formal Advisory and Review service upon completion of a service activity, to enable tracking of improved standards for project management and increased knowledge and skills in project management methodology;
- That PDMU record anecdotal information about improved standards for project management and increased knowledge and skills in project management methodology from:
 - information obtained from pre-project consultation activities; and
 - the provision of advice and support activities by Project Services
- That PDMU collect, maintain and report statistics on:
 - web site usage,
 - template registrations,
 - list server subscriptions,
 - PM Info Help Desk requests,
 - participation in Project Management Information sessions and Forums,
 - amount of use of the formal Advisory and Review services, and
 - amount of use of the informal support and advice services

3.2. Achievement of the Target Outcomes

The PMIRP Phase 2 Project Review and Project Closure Report(March 2001) identified that significant progress had been made towards the achievement of each of the target outcomes from the PMIRP. This was based upon a survey of key stakeholders, web usage statistics, feedback received from Project Management Forums, the PMInfo help desk on the web site and anecdotal feedback.

Outcome A

- Improved quality of information and resources relating to project management tools, techniques, processes and training needs for project participants.

Baseline

Based on currency of information as a quality indicator:

- the *Project Management Guidelines* were last released in 1998 and had not been reviewed since;
- the Project Management Knowledge Base consisted of an uncatalogued collection of hard copy articles and some documents;
- the Templates were in the format used for internal purposes by the former CIPU; and
 - no newsletters were produced for three years.

Status

The release Schedules developed for the delivery of the Outputs under PMIRP reflected extensive consultation and the first release of each of the Outputs reflected the identified priorities for Phase 2.

The following outputs were delivered.

- | | |
|--|--------------|
| • <i>Project Management Guidelines</i> Version 4.0 | Mid Dec 2000 |
| • PM Knowledge Base Version 1.0 | End Nov 2000 |
| • PM Templates Version 1.0 | Mid Dec 2000 |
| • PM Education & Training Framework Version 2.0 | Mid Jan 2001 |
| • Communication & Marketing | Mid Jan 2001 |

Level of Achievement

This outcome has been realised to a significant extent. The majority of survey respondents agreed that the information provided on the web site was useful and timely. Two list server respondents, from different agencies, commented that there was quite a wide Agency take up of the methodology.

Project Services will continue to develop future versions of the project management methodology and tools based upon best practice research, consultation and other continuous improvement activities, documented in the Release Schedules. A cross-Agency Advisory group will be established to provide expert advice and feedback on the development of future versions. Project Services will continue to monitor and measure performance against this outcome.

Outcome B

- Improved accessibility of information and resources relating to project management tools, techniques, processes and training needs for project participants.

Baseline

Prior to the establishment of the web site as an output from the PMIRP, the only way customers could access the information and resources was by telephone or email to the former ISU or CIPU, or from other colleagues. Knowledge about the availability of the resources was generally limited to CIPU customers and those Project Managers invited to specially convened Forums.

Status

The PMIRP Outputs were progressively made available, throughout Phase 2, on the Government Online web site hosted by eServices Group DPAC. This was the first time that these resources had been published on a public internet site.

Level of Achievement

This outcome has been realised to a significant extent. The establishment of the Project Management web site and associated Communication and Marketing Strategies made these resources accessible to anyone who can access a public internet site. This is supported by the web usage statistics.

Statistics for web usage in March 2001 indicate that there were 680 hits to the project management section of the go.tas web site. Of the top 10 URLs visited, this section also had the greatest number of hits on 7 out of these top 10 URLs; of the 267 total entry pages, project management pages accounted for half, with 1216 hits in total; and of the 290 total exit pages, project management pages accounted for half, with 1240 hits. This indicates that users are specifically seeking out the information on project management from the Project Management section of the go.tas web site.

With regard to templates usage, current statistics indicate that 297 template registrations have been received between 12 December 2000 and 20 March 2001. One hundred and ninety eight of these registrations were from Tasmanian Government Agencies; the remainder were from private organisations both here and interstate, other State/Federal Government Agencies and overseas companies.

Currently, the List Server has 167 subscribers, 147 from Tasmanian Government Agencies, 9 from a range of organisations such as Local Government, Tasmanian Fire Services, Hobart Water, Australian Tax Office, 9 from non-Government private individuals within Australia, and 2 international.

Project Services will continue to electronically publish future versions of the project management methodology and tools. With the establishment of the Knowledge Base Agency Liaison Officers Group, increasingly more wide ranging examples of practice will be made available. Customer issues are tracked via an online feedback form and a help desk facility. Procedures have been established to deal with these issues as they arise. Project Services will continue to monitor and measure performance against this outcome.

Outcome C

- Greater recognition of the PDMU, eServices Group, as a source of high quality information and resources relating to project management.

Baseline

The CIPU/ISU were known previously, to a limited number of Agency personnel, as a source of high quality information and resources relating to project management. As a result of a restructure in 1998, these resources were not maintained.

Status

The PMIRP Marketing and Communication Strategy focused upon highlighting the role of PDMU. Through regular project reporting to the IASC, project governance structures, use of the PMInfo help desk, List Server, PM Forums and Project Zone Newsletter, recognition has increased.

Level of achievement

This outcome has been realised to some degree. With increased utilisation of the outputs by Agencies, and the marketing and promotional activities planned by the Project Services area it is not unreasonable to expect that the benefits will continue to increase over time.

Anecdotal evidence and feedback from the Survey respondents, together with requests for help and support, suggests that PDMU, eServices Group is becoming known as a source of high quality project management information. This is supported by the web usage statistics.

Project Services will develop a Marketing and Communication Strategy Plan to continue to market the availability of the service through PDMU. The cross agency Advisory Group and the IASC will assist with marketing and communication activities. Project Services will continue to monitor and measure performance against this outcome.

3.3. Assumptions and constraints

Assumptions:

- The Inter-Agency Steering Committee will continue to promote Agency use of and involvement with the Project Management Information and Resources.
- The PDMU will manage and continuously improve the PMIRP project outputs, as outlined in the *Phase 2 Project Review and Closure Report(March 2001)*.
- The PDMU will allocate adequate staff for the ongoing management of the PMIRP project outputs.
- The PDMU will continue to use Agency project participants to contribute to the ongoing improvement and review of the *Project Management Guidelines*, Project Management Templates, Project Management Knowledge Base, Communications activities and Education and Training Training Framework.
- The PDMU will develop mechanisms for ensuring ongoing Agency participation and feedback.

Constraints:

- The PDMU's capacity to influence the utilisation of the *Project Management Guidelines*, Project Management Templates, Project Management Knowledge Base, Education and Training Framework and other project management resources to achieve the stated long term outcomes/benefits.
- Resource constraints both human and financial due to the large number of identified activities arising from the ongoing development and maintenance of the PMIRP outputs.

4. Communication Plan

4.1. Key Communication Issues

The key communication issues which were partly addressed by the PMIRP Communication Strategy Plan in Phase 2 are:

- How to continue to raise awareness of the project management information and resources and how these can be accessed and used
- How to encourage wider agency utilisation of the PMIRP outputs
- How to continue to encourage wider agency participation in project management formal and informal learning activities

4.2. Communications Strategy

INTER-AGENCY STEERING COMMITTEE

The IASC, as Business Owners, will undertake the following:

- Agree to promote the *Project Management Guidelines* both within their own agency and to the project managers reporting to the IASC.
- Support the establishment of the cross Agency Advisory Group as per proposed Terms of Reference (Appendix 2).
- Support Agencies inclusion of the Project Zone Newsletter on intranets and within newsletters, as per under the PMIRP.
- Agree that IASC members be circulated with the Project Zone Newsletter.
- Promote the availability of Project Management Information sessions, within their own agencies.
- Consider endorsement of the Steering Committee support package, once developed.
- Assist with circulation of the Project Management: the Basics booklet, when developed, to all new Project Managers within agencies.

PDMU

The PDMU will develop a Communication and Marketing Strategy as part of its Project services activities. This will include the following mechanisms:

- Monthly distribution of the Project Zone Newsletter.
- Administration of the Project Management List server.

- Quarterly Project Management Forums in the North and the South of the State.
- Administration of the Project Management web site.
- Presentations to Agency Executives.
- Information sessions as required by Agencies.
- Establishment of a cross agency advisory group, with two representatives, from each agency to assist with two way Communication.
- Quarterly reports to the IASC including data on agency utilisation of outputs.
- Liaison with the Training Consortium, including monthly meetings, to:
 - promote Project Management education and training;
 - provide feedback from best practice research;
 - identify education and training needs; and
 - provide feedback on current education and training opportunities.
- Identification of document update requirements as a result of a watching brief on project management theory and practice.

5. Maintenance Plan

5.1. Management of the PMIRP Outputs

Due the increased demand for project management resources and information, and for the Advisory and Review Services, a new area has been established within the PDMU, eServices group, Department of Premier and Cabinet to manage the Outputs from the PMIRP. The area is called **Project Services**.

The Manager, PDMU will represent the Inter-Agency Steering Committee as Business Owners for the PMIRP Outputs. Their management relates directly to the DPAC Corporate Plan 2000-2003 Output 3.1, "Whole of Government eGovernment (including electronic service delivery) Policy Development, Planning and Project Management". One of the identified priority programs under this Output is Project Services, including Project Support and Project Advisory Services.

The role of Project Services will be to promote and support the use of best practice project management methodology across Government. In support of this role, Project Services will have the following major functions:

1. The provision, maintenance and continued development of quality information and resources relating to project management methodology, including tools, techniques, processes and training needs for project participants.
2. The provision of project management support and advice to Agencies as required.
3. The provision of the Project and Quality Management Advisory and Review (PQMA&R) Service, a fee-based service.
4. The utilisation of the learnings from best practice research, the PQMA&R Service, and other project management support activities, for continuous improvement of Project Services Outputs.

5.2. Outputs

(Delivered from the *Project Management Information and Resources Project*, PMIRP)

1. *Project Management Guidelines*
2. Project Management Templates
3. Project Management Knowledge Base
4. Pilot Project Management Education and Training Framework
5. Project Management Glossary
6. Project Management Support and Advice
 - ❖ Fact Sheets

- ❖ Forums
 - ❖ Brochure
 - ❖ Generic email address (PMInfo) and other contact details
 - ❖ Steering Committee package
 - ❖ Project sizing calculator
 - ❖ Electronic crosswords
 - ❖ Interactive electronic Project Management Snakes & Ladders game
 - ❖ Information sessions
7. Communication and Marketing
- ❖ Project Zone Newsletter
 - ❖ Project Management web site
 - ❖ List Server
 - ❖ Flyers
 - ❖ Generic email address (PMInfo) and other contact details
8. Continuous Improvement activities including best practice research
9. Fee for service activities

On an as needs basis where Project Services support activities involve extended work with particular agencies which may include information sessions, mentoring and support for project managers when setting up a new project, preparation of major documentation.

Advisory and Review Services

- Project Advisory and Review Services;
- Formal Project Reviews; and
- Project Advisory and Review Mentoring services

The above activities were in existence before PMIRP, but are included in the Outcome Realisation Plan as they now form part of the prime responsibilities and outputs of the new Project Services area, and directly feed into the continuous improvement of the outputs developed by the PMIRP (refer to Activity 2.8).

5.3. Resourcing

The Project services area will be resourced from the PDMU consolidated fund allocation. The IASC may be approached for assistance with special purpose resourcing.

The Project Services Team consists of:

- Manager, Level 12 - Kathleen Kuryl
- Senior Project Officer, Level 10 - Maria Skillern
- Project Officer, Level 7 - Margo O'Farrell

Temporary staff and other PDMU staff as needed from time to time.

Team members are allocated specific responsibilities as shown in the following table.

	MAJOR ACTIVITY	WHO
1	Manage and oversee the continuing development of Project Management tools and techniques including the Tasmanian Government <i>Project Management Guidelines</i> , Knowledge Base, Templates, Fact Sheets, Education and Training Framework	Manager
2	Promote “best practice” project management methodology across government	Manager/Senior Project officer
3	Undertake ongoing research into best practice project management developments	Manager/Senior Project Officer
4	Facilitate PM Sessions for Agencies on specific topics as required.(may or may not be fee for service)	Manager
5	Facilitate sharing of knowledge between Agency Project Managers via Forums, events, networking, internet and intranet, etc.	Manager
6	Provide support and advice to Tasmanian Government Project Managers.	Manager/Senior Project Officer
7	Develop and revise the <i>Project Management Guidelines</i> , Knowledge Base (including maintenance of data on Agency projects) and other PM Tools as required.	Project Officer
8	Develop the Education and Training Framework, Templates, Fact sheets and other PM tools as required.	Project Officer
9	Develop PM content for eWorkspace	Project Officer
10	Communicate up to date Project Management information via newsletters, brochures, web site, List Server etc.	Project Officer
11	Manage the PQM Advisory & Review Service to Tasmanian Govt projects	Senior Project Officer
12	Manage the provision of formal, fee for service, Project Reviews	Senior Project Officer
13	Provide advisory and review training and mentoring for selected PM staff within Agencies	Senior Project Officer
14	Other activities as directed by the Manager PDMU	CT

5.4. Monitoring and Reporting

The Project Services area will report to both the Manager PDMU and the Inter-Agency Steering committee with regard to the management and ongoing development of each of the outputs.

Reports to the Manager PDMU will address the following:

- Output status
- Actions report
- An issues report
- Resourcing

These reports will be delivered:

- in writing as required;
- verbally every fortnight; and
- accompanied by a copy of the Project Services 'Agreed Actions List.'

Reports to the Inter-Agency Steering committee will be 6 monthly, unless requested otherwise, and will address the following:

- Output status
- Data on Agency utilisation of the outputs
- Major Issues

Reports to the Project Services Advisory group will address the following:

- Output status
- Work in progress
- Agency feedback
- Major issues
- Release Schedules
- Data on Agency utilisation of the outputs

The Project Services team will continue to meet on a weekly basis to monitor progress and activities against each of the Outputs. An actions list will be maintained.

Issues registers will be maintained for each of the major outputs, together with a general Project Services Issues register. These will form the basis for reporting to the Manager PDMU, the Inter-Agency Steering Committee and the Project Services Reference Group.

5.5. Project Closure

A Project Review and Closure report was accepted, subject to minor amendments, by the PMIRP Steering Committee at its meeting on 3 April 2001. The PMIRP Steering Committee will meet in May to endorse the PMIRP Outcome Realisation Plan and to determine whether the PMIRP may now be closed

Appendix 1: Output Management Plan

The **Project Services** area has been established within PDMU. Its role will be to promote and support the use of best practice project management methodology across government

In support of this role Project Services will have the following major functions:

1. The provision, maintenance and continued development of quality information and resources relating to Project Management Methodology including tools, techniques, processes and training needs for project participants;
2. Provision of project management support and advice to Agencies as required;
3. Provision of the Project and Quality Management Advisory and Review Service, which is a fee based service; and
4. The utilisation of the learnings from best practice research, the PQMA&R Service, and other project management support activities, for continuous improvement of Project Services Outputs.

Outputs

(Delivered from the *Project Management Information and Resources Project*, PMIRP)

Project Management Guidelines

Project Management Templates

Project Management Knowledge Base

Project Management Education and Training Framework

Project Management Glossary

Project Management Support and Advice

- ❖ Fact Sheets
- ❖ Forums
- ❖ Brochure
- ❖ Generic email address (PMInfo) and other contact details
- ❖ Steering Committee package
- ❖ Project sizing calculator
- ❖ Electronic crosswords
- ❖ Interactive electronic Project Management Snakes & Ladders game

Communication and Marketing

- ❖ Project Zone Newsletter
- ❖ Project Management web site
- ❖ List Server
- ❖ Flyers
- ❖ Generic email address (PMInfo) and other contact details

Continuous Improvement activities including research into best practice project management developments

Major Activities/Tasks

Project Management Guidelines

- Update, review and revise as per the Release Schedule
- Consultation during revision phases
- Research topic areas
- Continued awareness raising (marketing)
- Monitoring usage and usability in various formats
- Sign off by Advisory Group

Templates

- Update, review and revise as per Release Schedule
- Consultation during revision phases
- Research topic areas
- Continued awareness raising (marketing)
- Monitoring usage and usability in various formats
- Consultation during development of new templates
- Sign off by Advisory Group

Knowledge Base

- Update, review and revise as per the Release Schedule
- Consultation during revision phases
- Research topic areas
- Continued awareness raising (marketing)
- Monitoring usage and usability in various formats
- Ongoing culling and addition of exemplars working with the Agency Contact Officers
- Ongoing culling and collection of project information (as per IT Management Review data)

Education and Training Framework

- Evaluate pilot and recommend course of action
- Develop Release Schedule, if appropriate, after the Pilot evaluated
- Update, review and revise as per the Release Schedule
- Consultation during revision phases
- Research topic areas
- Continued awareness raising (marketing)
- Monitoring usage and usability in various formats

Project Management Glossary

- Update, review and revise as per *Project Management Guidelines* Release Schedule
- Consultation during revision phase

- Monitoring ease of presentation/use with other PM tools
- Monitoring usage and usability
- Ongoing development of glossary in light of consultation activities
- Sign off by Advisory group

Project Management Support and Advice

- Continued awareness raising activities
- Provide facilitator/presentations to Agencies, as requested
- Provide individual assistance as required – verbal assistance, help with writing documents, help in explaining “basics”
- Ongoing monitoring of appropriate application of PM tools developed via IASC, Advisory group, Project Advisory and Review officers
- Develop Fact Sheets
 - *Two published: Project Sizing and Developing a Project Communication Strategy*
 - *Design process for identifying suitable topics*
 - *Process for developing, reviewing, updating and archiving*
- Organise Forums
 - *Identification of suitable topics*
 - *Develop Schedule*
 - *Liaison with the Training Consortium*
 - *Feedback/evaluation*
- Publish Project Management Brochure
 - *Develop and publish as a ‘one off’*
 - *Arrange for distribution*
 - *Liaison with Advisory group*
- Publish Steering Committee package
- Maintain and administer the generic email address (PMInfo)
 - *Answer queries*
 - *Maintain data including template registrations*
 - *Encourage usage*
 - *Regular reporting of data to Manager PDMU, Director eServices, Advisory group, IASC and via newsletter*
- Maintain Project sizing calculator
- Publish Electronic crosswords
- Develop and maintain interactive electronic Project Management Snakes & Ladders game

Communication and Marketing

- Develop new Marketing and Communication Strategy for Project Services Outputs
- Update, review and revise on an ongoing basis
- Publish Project Zone Newsletter
 - *Identification of topics*
 - *Publish as per Release schedule*
 - *Collate feedback and evaluation*

- *Liaison with Agency contacts on the Advisory group*
 - *Arrange distribution*
- Administer Project Management web site
 - *Redesign front end*
 - *Redesign back end*
 - *Continue development, review, update etc*
 - *Document maintenance processes including linkages, information management, content management*
- Administer the List Server
 - *Maintenance subscriptions, member postings*
 - *Project Services regular postings*
 - *Encourage use of*
 - *Regular reporting of data to Manager PDMU, Director eServices, Advisory group, IASC and via newsletter*
- Publish Flyers
 - *Identification of topics*
 - *Collate feedback and evaluation*
 - *Liaison with Agency contacts on the Advisory group*
 - *Arrange distribution*
 - *Liaison with the Training Consortium*
- eWorkspace activities
- Use of Project Advisory and Review officers

Continuous Improvement activities

- Utilise Learnings from the Advisory and Review Service
 - Use Service Closure reports to capture any gaps, deficiencies suggestions for improvement to the PM Guidelines, templates etc.
 - Project Services Manager to attend the Advisory and Review Officers meetings
 - Regular meetings between the Senior Project Officer responsible for the Advisory and Review Services and Project Services Manager
 - Ongoing research activities in identified priority areas
 - Professional development requirements identified and organised for Project Services team members, including ongoing monitoring of personal and operational requirements
- Ongoing evaluation of quality and usefulness of Project Services outputs
 - Establish a cross Agency Advisory group with relevant expertise
 - Regular consultative Project Management Forums
 - Collation of feedback via the PMInfo email address
 - Organise reviews of major outputs at appropriate times
 - Use external quality Consultant on an as needs basis
- Ongoing research into best practice
 - Collation of up to date research from identified project management web sites

- Specific research associated with the ongoing development of each of the outputs
- Attendance at appropriate national forums and workshops
- Use of external consultants on an as needs basis
- Development of sharing best practice networks such as the ongoing relationship with ABS and other local, state and commonwealth government agencies
- Membership of the Australian Institute of Project Management

Fee for Service activities.

New Fee for service activities

On an as needs basis where Project Services support activities involve extended work with particular agencies. This will be determined by the Manager PDMU upon advice from Project Services team manager. Activities may include information sessions, mentoring and support for project managers when setting up a new project, preparation of major documentation.

The following activities were in existence before PMIRP, but are included in the Outcome Realisation Plan as they now form part of the prime responsibilities and outputs of the new Project Services area, and directly feed into the continuous improvement of the outputs developed by the PMIRP (refer to Activity 2.8). They are managed by the Senior Project Officer.

Project Advisory and Review Service

The Project and Quality Management Advisor delivers the service by:

- considering project management documents in order to identify opportunities for improvement in management processes;
- attending and offering verbal advice during Project Team and Project Sponsor's regular meetings;
- attending and offering opinion at Steering Committee meetings; and
- providing written confirmation to the Steering Committee in respect of verbal advice offered.

The Project Management Quality Review Consultant delivers the service by:

- reviewing project management documents and provide written feedback to the Steering Committee or Project Sponsor;
- providing written recommendations in relation to historical project management issues; and
- discussing findings at Steering Committee meetings.

Formal Project Reviews

These are short-term services involving the following activities:

- reviewing current project documentation to assess whether project management processes were appropriate and adequately documented;
- identifying additional, relevant project documentation;
- conducting interviews with representative sample of individual or paired key stakeholders as determined in co-operation with the Client Agency;
- interpreting information obtained from project documentation and from interviews, in relation to project management processes employed; and
- preparing a Project Review Report.

Advisory and Review training and mentoring for selected staff within Agencies

To meet the need of existing and new consultancies, a mentoring program has been established to enable existing eServices Group staff to take on the Advisory and Review services. After a structured and supported initial period, the mentorees take on a service with the following support mechanisms in place:

- Attending project related meetings on their own, assisting the project where possible, offering to report back on any issue for which the advisor is uncertain.
- The Senior Project Officer will review any reports or documentation produced by the mentorees before being circulated.
- On a regular basis, discuss and reviews of the progress of the service with the Senior Project Officer, providing a mechanism for the discussion of any concerns or issues in relation to the service.
- Attending a regular meeting of all Advisory and Review Officers.
- Researching specific areas, as required e.g. tendering, contract management, acceptance testing, outcome realisation etc.
- The Senior Project Officer will also maintain contact with the Project Manager within the client Agency as part of the mentoring process.

While there is scope to extend the mentoring program beyond eServices staff to staff within other Agencies, this will be carefully planned. Initially, extensions will occur by including other Department of Premier and Cabinet staff, not currently working within the eServices Group. Extensions to include staff from other Agencies will only occur after the mentoring process has been trialed within the Department of Premier and Cabinet, and approval has been received from the IASC for a proposed implementation plan.

Appendix 2: Project Services Reference Group

May 2001

Current Terms of Reference

1. To provide advice and input into Project Service's project management information and resources development activities by:
 - commenting on the quality of what is produced, before publication;
 - advising on future development of information and resources;
 - contributing to the review of the Outputs as defined in the Release Schedules.
2. To provide a conduit between their Agency and Project Services
3. To inform their Agency IASC Member about Project Services information and resources as appropriate
4. To promote Project Service's resources to all levels within the Agency that they are representing

Membership:

One representative from each Agency, with a nominated replacement if unavailable for meetings;

One representative from the Training Consortium;

Manager Project Services;

Senior Project Officer Project Services

Frequency of Meetings

The Reference Group will meet on a monthly basis until December 2002 when the operation of the committee will be reviewed.

Role of Project Services

To advise IASC members of the involvement and cooperation of their respective Reference Group Member in the development of the Project Services information and resources.

To convene Reference Group meetings and provide secretarial support, including reports of meetings and maintaining an Issues register'

To co-ordinate access to required resources and materials.

To maintain communication channels.

To co-ordinate feedback from members to achieve consensus.

To progress unresolved issues for appropriate resolution and direction.

To develop and produce the information and resources.

To assist with review processes.