

Implementing Strategies through Programs

Outline

1	Introduction	government transformation
2	Change Management	steps in government transformation
3	Strategic Management	Balanced Scorecard system
4	Performance Management	management by objectives
5	Business Process Reengineering	transformation towards value creation
6	Strategy Implementation	strategies through programmes
7	Structural Change	structural changes and ICT support
8	Summary	summary of concepts

Developing a Balanced Scorecard



Program Management – Context



Program Management – Definition

Program management is the coordinated organization, direction and implementation of a portfolio of projects and activities.

Programs and projects implement strategy.

When programs are focused on changing the way an organisation works, the program is generally led by:

- 1) a vision of a desired outcome and
- 2) the benefits that outcome will bring

Successful Programs

Successful e-Government programs present the following attributes:

- 1) Are aligned with strategies
- 2) Have clear and consistent vision of the transformed organisation
- 3) Are focused on benefits and the internal and external threads to their achievement
- 4) Coordinate a number of projects and their interdependencies in pursuit of outcomes and benefits
- 5) Include a technical feasibility of the required outputs
- 6) Involves leadership, influence, management and direction of the transition, including handling cultural change

Program Management

- 1) Organization and leadership
- 2) Benefits management
- 3) Stakeholder management and communications
- 4) Issue and risk management
- 5) Planning and control
- 6) Business case management
- 7) Quality management

Programs

Programs produce outcomes and benefits.

Outcomes are the effects of change and form the vision for the program.

Achieving the desired outcomes requires active management of the change process, including transforming behaviour, attitudes, ways of working, etc.

Projects

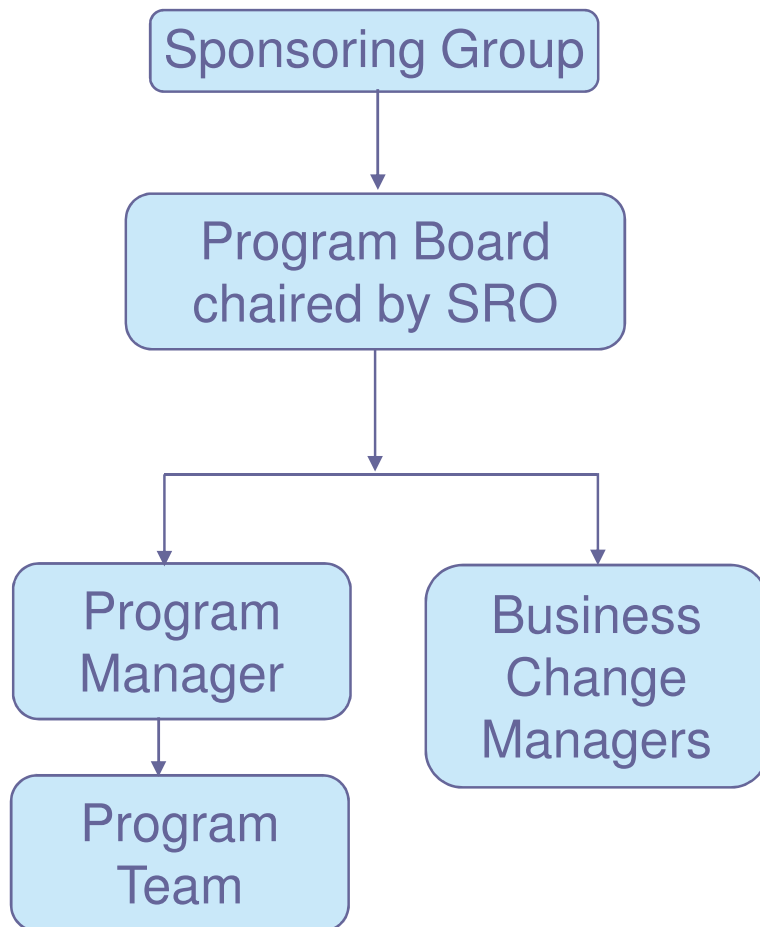
Projects produce outputs.

Outputs are specific deliverables from projects that are delivered within time, cost and quality constraints.

- 1) Programs and projects are complimentary approaches. During a program lifecycle, projects are initiated, executed, and closed
- 2) Program management does not replace the need for competent project management.

Program Organization 1

Roles and responsibilities:



Program Organization 2

Sponsoring Group

- makes investment decision
- decides who holds the budget and pays for what and when

Senior Responsible Owner (SRO)

- is responsible for the success of the program

Program Board Members

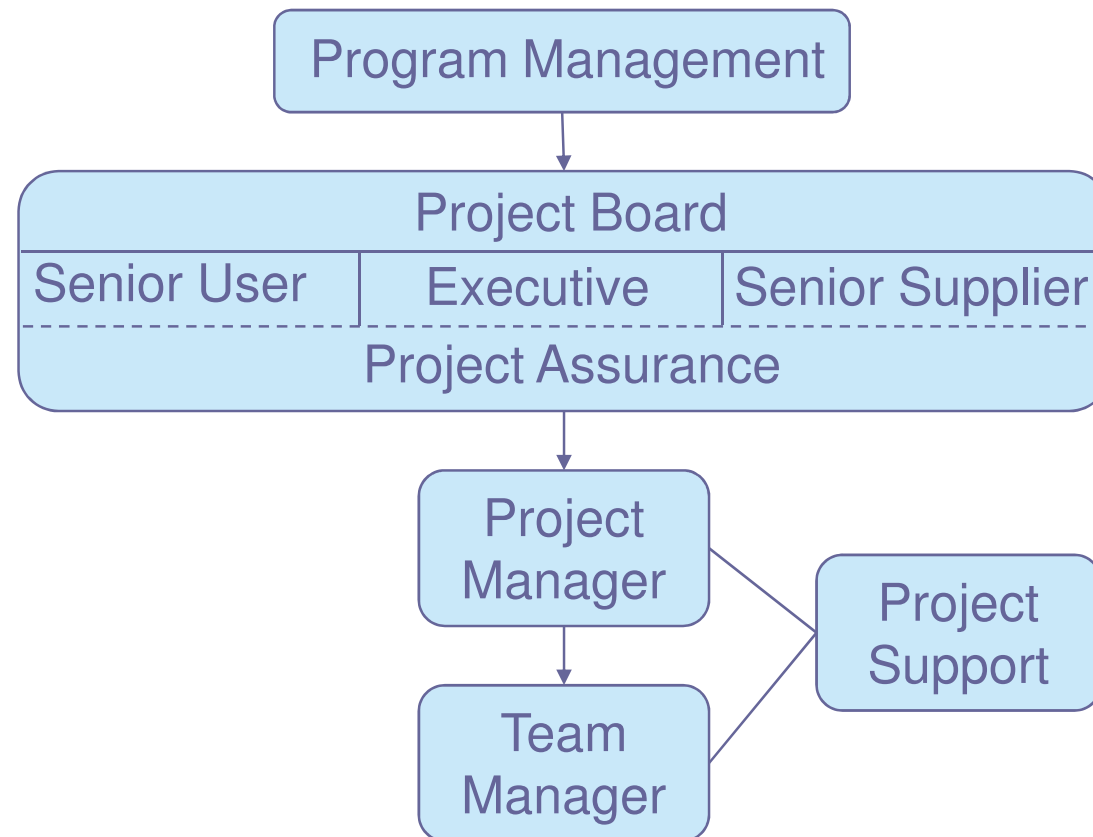
- represent stakeholders
- support SRO in decision-making

Business Change Managers

- responsible for transition and embedding of change caused by programs

Project Organization

Roles:



Project Process Groups

- 1) Initiation
- 2) Planning
- 3) Executing
- 4) Monitoring & controlling
- 5) Closing

Project Management Areas

According to the Project Management Institute, Project Management comprises the following knowledge areas:

- 1) Integration management
- 2) Scope management
- 3) Time management
- 4) Cost management
- 5) Quality management
- 6) Human resource management
- 7) Communications management
- 8) Risk management
- 9) Procurement management

Program Management Office

Responsibilities of the Program / Project Management Office:

- 1) Orchestrating the e-Government program
- 2) Assessing project management maturity of government agencies
- 3) Maintaining program/project management methodologies
- 4) Managing contracts
- 5) Establishing project management tools
- 6) Standardizing e-Government technologies
- 7) Training and coaching on program/project management
- 8) Developing business cases
- 9) Organizing projects and reporting lines
- 10) Planning and controlling including external reviews
- 11) Managing risks, quality, and configuration
- 12) Controlling changes

Developing the Business Case

The business case provides a description and a justification of the project.
Two stages for developing the business case:

Investigation	<p>a) Scope investigation</p> <ul style="list-style-type: none">• Outline business objectives, benefits, time scales• Establish required resources, dependencies and risks• Determine fit to strategy, business environment, etc <p>b) Investigation report</p> <ul style="list-style-type: none">• Assess business needs and the viable opportunities
Feasibility	<p>Options investigation</p> <ul style="list-style-type: none">• Determine stakeholders viewpoints• Analyze current business and IT solutions• Analyze requirements, business and technical options• Recommend an option (if possible)• Plan and cost business solution

Business Case – Outline 1

Document control	<ul style="list-style-type: none">• Versioning and recipients
Background and need for change	<ul style="list-style-type: none">• Problems related to the current environment, e.g. costs, clients, organisation, processing, etc.• Initiatives that were undertaken so far
Business objectives and requirements	<ul style="list-style-type: none">• Summary of business objectives and main changes needed (requirements catalogue)
Options descriptions	<ul style="list-style-type: none">• Reference to a formal investigation report (appendix)• List of options to achieve objectives with business, technical and procurement descriptions• Do nothing option

Business Case – Outline (more)

Investment appraisal	<ul style="list-style-type: none">• Costs and benefits of the options identified• Comparison to the do-nothing/do-minimum option• Cash flow statements on spreadsheets
Risk assessment	<ul style="list-style-type: none">• Assessment of internal/external risks for each option
Conclusion	<ul style="list-style-type: none">• Summary of pros and cons of each option• Ranking of options• Identification of recommended solution
Implementation of recommended solution	<ul style="list-style-type: none">• Timetable identifying major business milestones• Project outline

Risk Management

Risk can be defined as uncertainty of outcome.

Some amount of risk is inevitable if a program should achieve its outcomes.

Considerations when assessing program/project risks:

- 1) Ratio of business benefit to costs when designing responses to risk
- 2) Client-side experience and skills in business modelling, project management etc.
- 3) Capacity of the client organisation to embrace change
- 4) Degree of technical complexity
- 5) Externally imposed time delays, e.g. waiting for data from agencies
- 6) Capacity of suppliers, project management and technical skills

Benefits Management

Benefits are used to direct the program and its subordinated projects.

Benefits management provides alignment and clear links between the program and the strategic objectives and vision it is serving.

Benefits management ensures that:

- 1) Benefits are comprehensively identified and measurable
- 2) Government/Agencies are committed to benefits identified and their realization. This encourages ownership and responsibility for adding value through the realization process

Project Assessment

The project can be assessed through:

project profile models	1) Comprise a set of high-level criteria against which the SRO or project manager can assess the characteristics and degree of difficulty of a project for establishing: a) control structure b) risk profile and risk strategy c) design approach
project management competency profiles	1) Is a guide for assessing project management competencies and capacities in government agencies 2) Includes roadmap for actions to close the gap between existing and required management competencies