Implementing Strategies through Programs
## Outline

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Developing a Balanced Scorecard

Mission
Why do we exist

Values
What do we believe in

Vision
Where do we want to be

Strategy
How do we get where we want to be

Balanced Scorecard
Focus and implementation

Strategic Steps
What we must do

Personal Goals
What must I do

Critical Success Factors
Satisfied shareholders
Enthusiastic clients
Effective processes
Motivated & competent employees
Program Management – Context

- internal or external socio-cultural environment
  - influence and shape
  - policies, initiatives, strategies and targets
  - define, scope and prioritize
  - programs
  - initiate, monitor and align
  - projects
  - deliver and implement
  - new or transformed operations, services and capability
  - lead to
  - outcomes achieved and benefits realized
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:

- Sponsoring Group
- Program Board chaired by SRO
  - Program Manager
  - Program Team
  - Business Change Managers
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:

- Program Management
- Project Board
- Project Assurance
- Senior User
- Executive
- Senior Supplier
- Project Manager
- Team Manager
- Project Support
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:

<table>
<thead>
<tr>
<th>Investigation</th>
<th>a) Scope investigation</th>
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<tbody>
<tr>
<td></td>
<td>• Outline business objectives, benefits, time scales</td>
</tr>
<tr>
<td></td>
<td>• Establish required resources, dependencies and risks</td>
</tr>
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<td></td>
<td>• Determine fit to strategy, business environment, etc</td>
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<tr>
<td></td>
<td>b) Investigation report</td>
</tr>
<tr>
<td></td>
<td>• Assess business needs and the viable opportunities</td>
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<thead>
<tr>
<th>Feasibility</th>
<th>Options investigation</th>
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<td></td>
<td>• Determine stakeholders viewpoints</td>
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<td></td>
<td>• Analyze current business and IT solutions</td>
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<td></td>
<td>• Analyze requirements, business and technical options</td>
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<td></td>
<td>• Recommend an option (if possible)</td>
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<td></td>
<td>• Plan and cost  business solution</td>
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# Business Case – Outline 1

<table>
<thead>
<tr>
<th>Document control</th>
<th>• Versioning and recipients</th>
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</table>
| **Background and need for change** | • Problems related to the current environment, e.g. costs, clients, organisation, processing, etc.  
• Initiatives that were undertaken so far |
| **Business objectives and requirements** | • Summary of business objectives and main changes needed (requirements catalogue) |
| **Options descriptions**    | • 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)

<table>
<thead>
<tr>
<th>Section</th>
<th>Details</th>
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<tr>
<td>Investment appraisal</td>
<td>• Costs and benefits of the options identified</td>
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<tr>
<td></td>
<td>• Comparison to the do-nothing/do-minimum option</td>
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<tr>
<td></td>
<td>• Cash flow statements on spreadsheets</td>
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<tr>
<td>Risk assessment</td>
<td>• Assessment of internal/external risks for each option</td>
</tr>
<tr>
<td>Conclusion</td>
<td>• Summary of pros and cons of each option</td>
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<tr>
<td></td>
<td>• Ranking of options</td>
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<td></td>
<td>• Identification of recommended solution</td>
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<tr>
<td>Implementation of recommended solution</td>
<td>• Timetable identifying major business milestones</td>
</tr>
<tr>
<td></td>
<td>• Project outline</td>
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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 |