

# ***Making the Efficient More Effective Defining Project Success in Terms of Business Outcomes***

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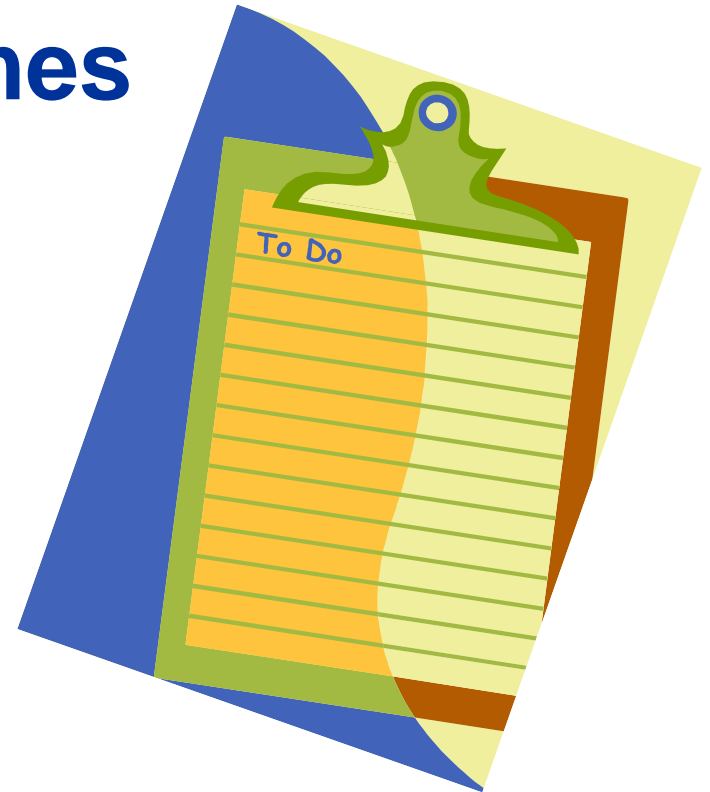
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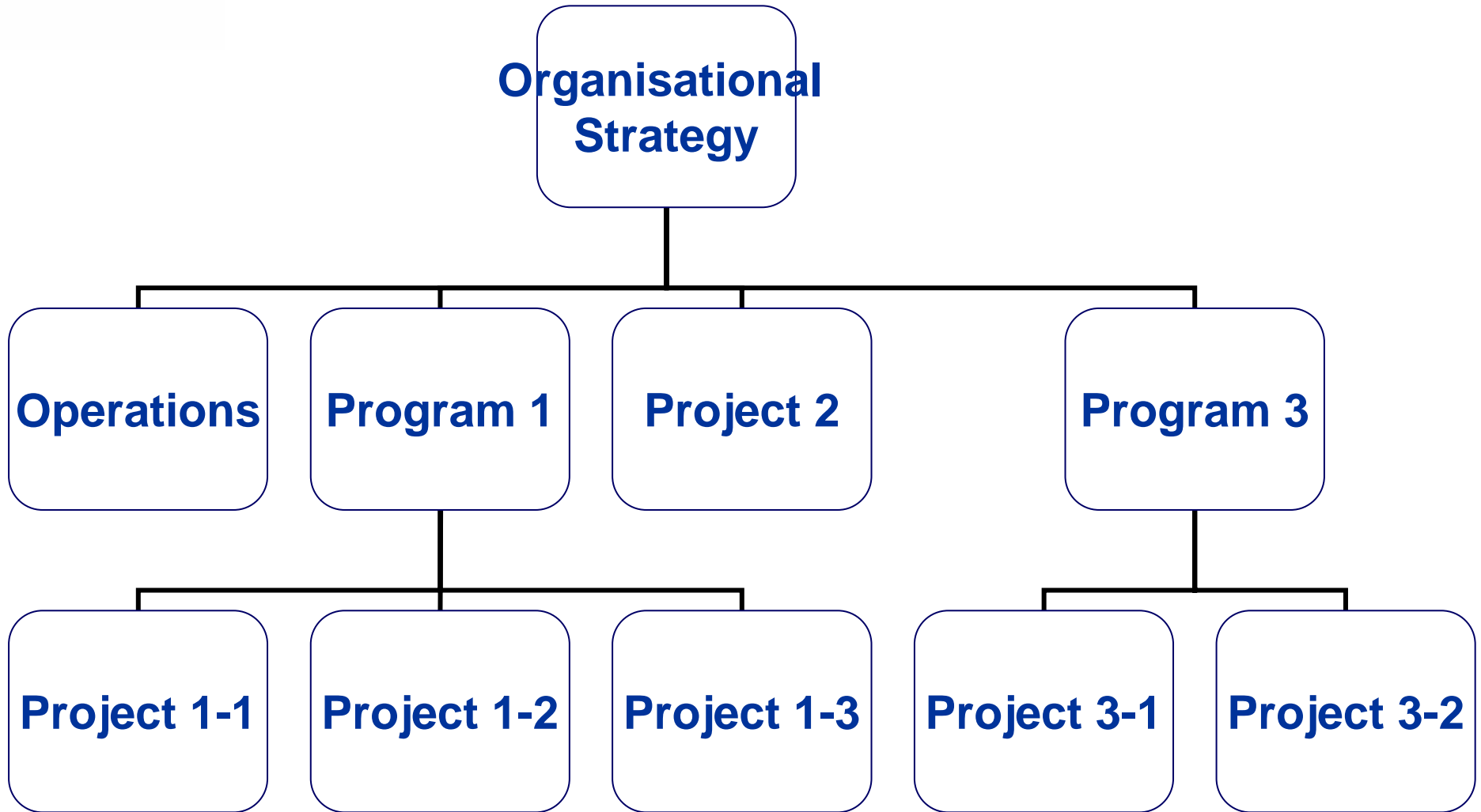
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Department of Education, State Government of Victoria

# Overview

- **Introduction**
- **Defining Project Outcomes**
- **The Case Study**
- **Conclusion**

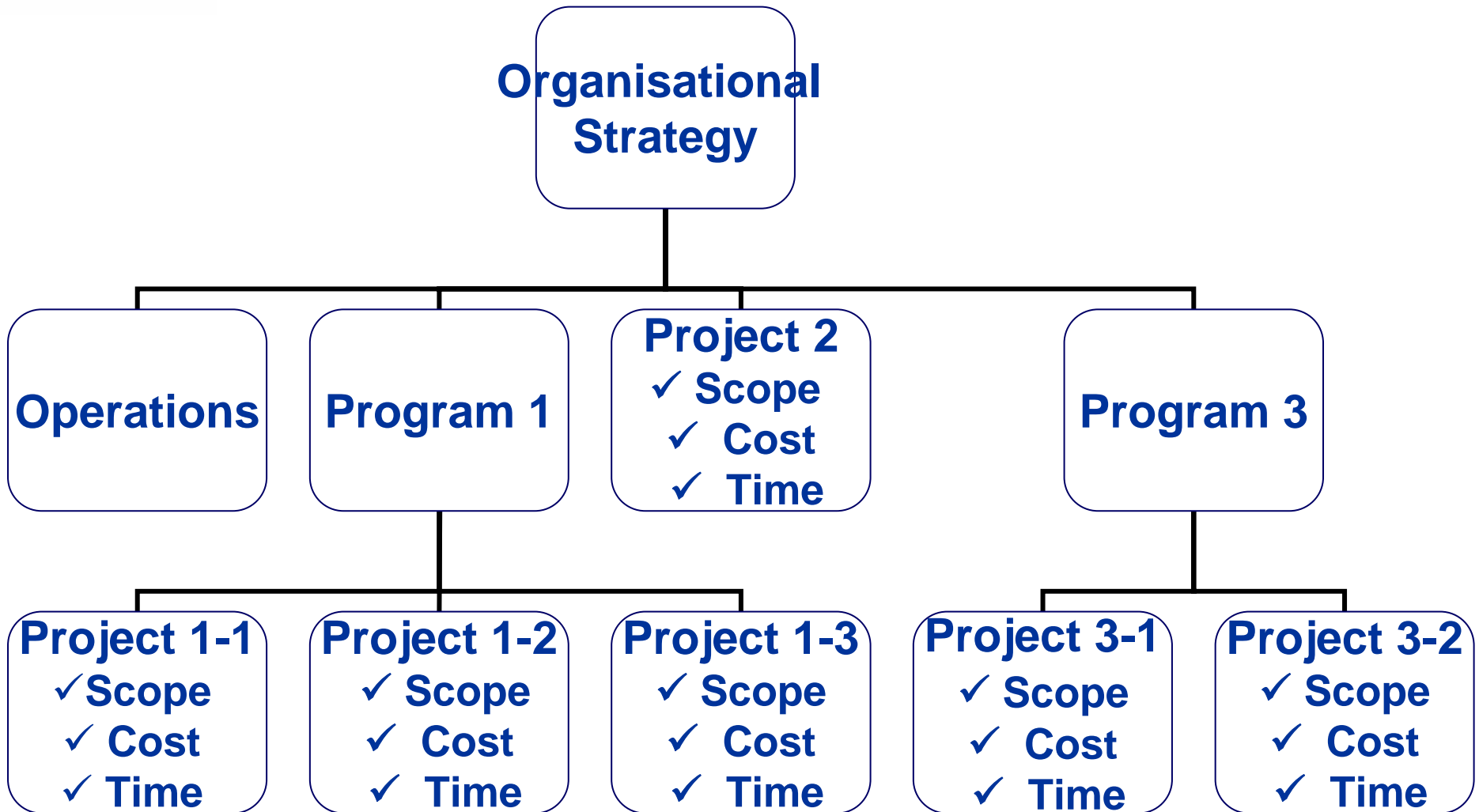


# Projects Deliver Strategy



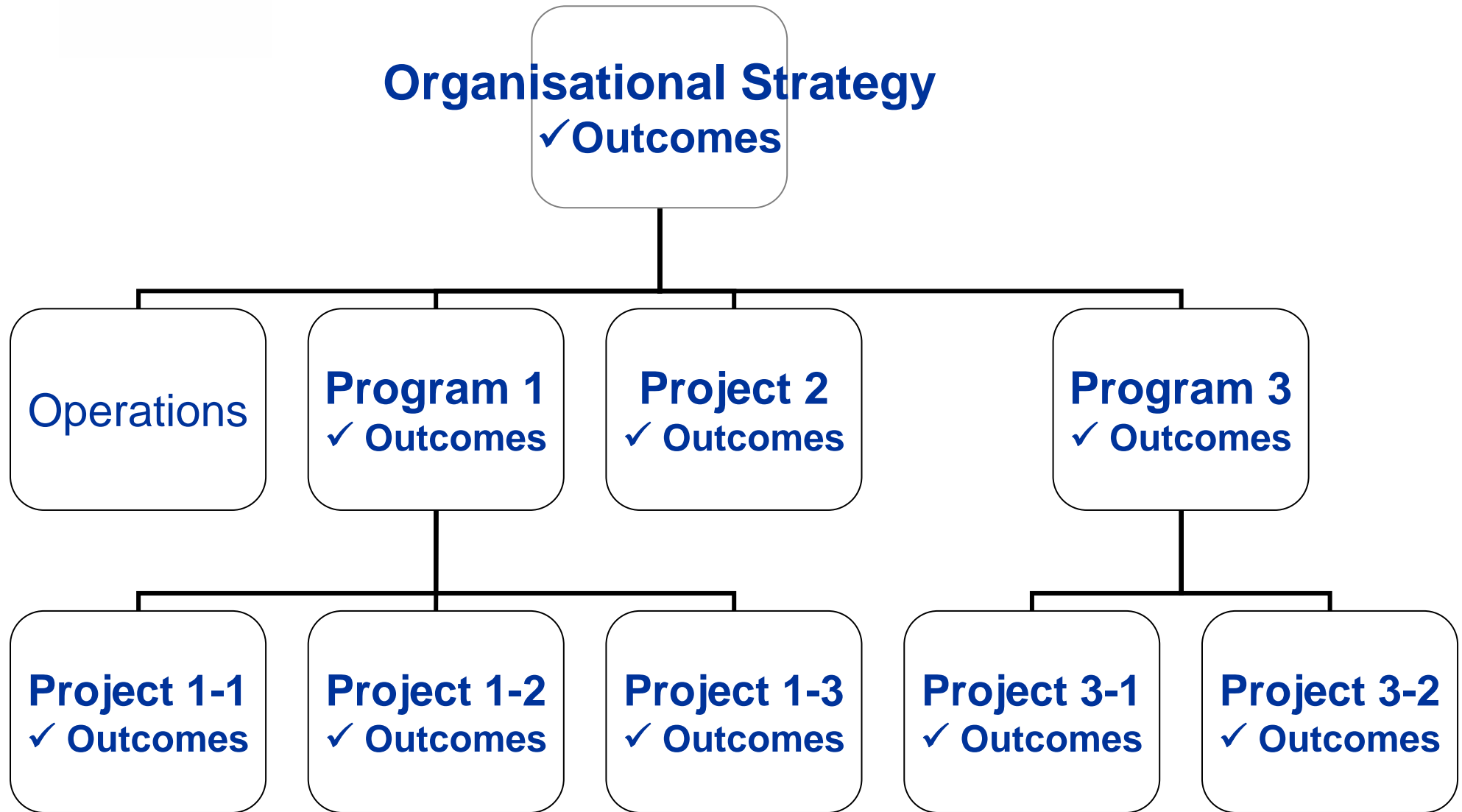
# Projects Deliver Strategy

## Traditionally, Success = Efficiency



# Projects Deliver Strategy

## More Effectively, Success = Outcomes



# The Outcome Profile™

- **Outcome Description**
- **Outcome Realisation Timeframe**
  - **During the Project**
  - **After the Project**
- **Outcome Owner**
- **Benefits & Beneficiaries**
- **Outputs**
- **Outcome Success Criteria**
  - **Qualitative**
  - **Quantitative**
- **Dependencies**
- **Risks**

# Defining Project Outcomes

## Three (3) stage process

- 1. Plan & Conduct a Stakeholder Workshop**
  - **Define project outcomes**
- 2. Produce the Stakeholder Workshop Report**
- 3. Plan/Review the project using the Stakeholder Workshop Report**

# 1. The Stakeholder Workshop

- Selected group of project stakeholders
- Use the Outcome Profile™ template to define expected project outcomes

## Outcome Profile™

- Outcome Description
- Outcome Realisation Timeframe
- Outcome Owner
- Benefits & Beneficiaries
- Outputs
- Outcome Success Criteria
- Dependencies
- Risks



# 2. The Workshop Report

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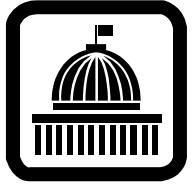
- **Program/Project Overview**
  - **Objectives**
  - **Outcomes**
- **Outcome Profiles™**
- **Appendices**
  - **Outcome/Output cross reference**
  - **Issues/Action Items log**
  - **Key milestones & activities**

# 3. Plan/Review the Project

- **Scope**
  - **Outcomes, Benefits, Outputs**
- **Activities**
- **Resources**
- **Schedule**
- **Budget**

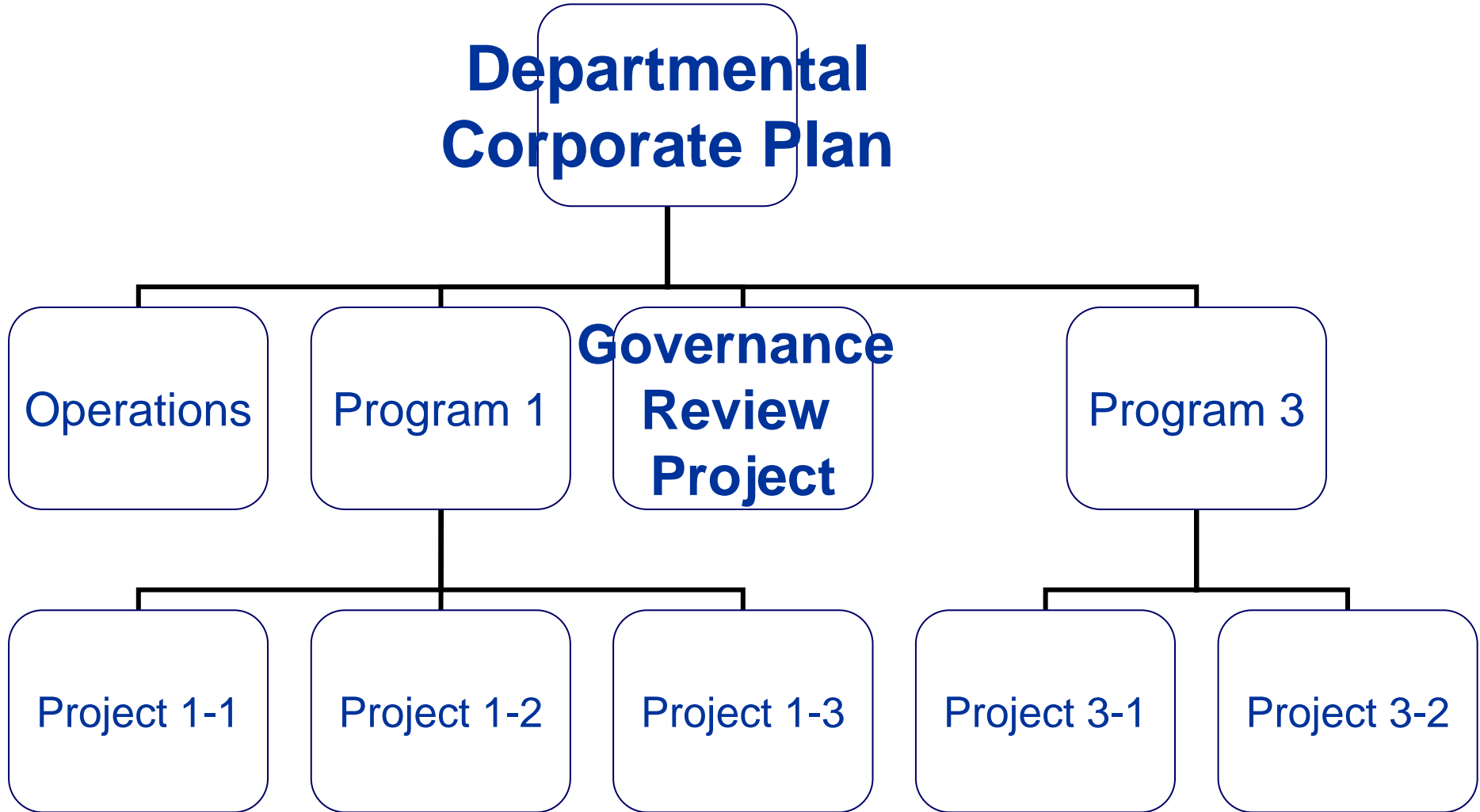
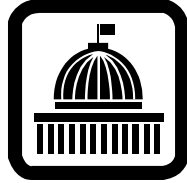


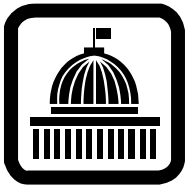
# Case Study – Governance Review Project



- Australian state government department
- Corporate Plan identifies need for a Governance Review Project
- Project Owner = Departmental Secretary
- Project Sponsor = Divisional General Manager
- Project Team
  - Project Manager
  - Specialist Consultants
    - Governance, Communications & Project Management
  - Project Administrator

# Case Study – Governance Review Project





## 1. The Stakeholder Workshop

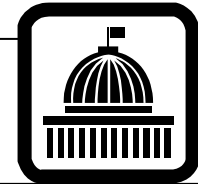
- **Project Team**
- **Reviewed Business Case Purpose & Objectives**
  - **Slightly Revised the Wording**
  - **Agreed on Terms and Definitions**
- **Used the Outcome Profile™ template to define expected project outcomes**



# Outcome Profiles™

## Departmental Corporate Plan

## Governance Review Project



### Outcome Profiles™

**Outcome 1**  
**Staff Aligned  
With Good  
Governance**

Realisation Timeframe  
Owner  
Benefits  
Outputs  
Success Criteria  
Dependencies  
Risk Assessment

**Outcome 2**  
**Current  
Governance  
Benchmarked  
With Best  
Practices**

Realisation Timeframe  
Owner  
Benefits  
Outputs  
Success Criteria  
Dependencies  
Risk Assessment

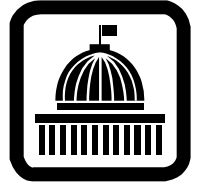
**Outcome 3**  
**Options For  
Improving  
Current  
Governance**

Realisation Timeframe  
Owner  
Benefits  
Outputs  
Success Criteria  
Dependencies  
Risk Assessment

**Outcome 4**  
**Governance  
Improvements  
Integrated  
With Other  
Initiatives**

Realisation Timeframe  
Owner  
Benefits  
Outputs  
Success Criteria  
Dependencies  
Risk Assessment

# Governance Review Project Outcome Profile™ 1



## Description

- Management and staff are aligned with good governance

## Realisation timeframe

- Stage 1 – “commencement stage” - during the project
- Stage 2 – “formalisation stage” - after the project

## Owner

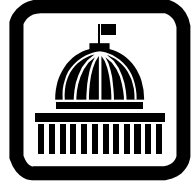
- Project sponsor

## Benefits

- Broad ownership of good governance
- Improved adoption of sustainable good governance
- Promote a culture of good governance
- Improved cross-office team work and communication
- Enhanced organisational capacity
- Project and stakeholder initiated governance related discussions

# Governance Review Project

## Outcome Profile™ 1



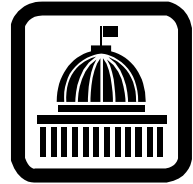
### Outputs - stage 1 – during the project

- "Key messages"
- Project communications approach
- Communications templates
- Senior management briefing
- Project stakeholder engagement approach
- The way forward report - communications strategy

### Success criteria

- Stage 1 – during the project
  - Measuring understanding and awareness  
e.g. Workshop feedback forms, surveys
- Stage 2 – post-project
  - Continued measurement of understanding and awareness
  - Management feedback about their perception of the integration of good governance

# Governance Review Project Outcome Profile™ 1

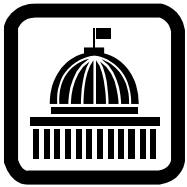


## Dependencies

- Key stakeholder briefing session
- Departmental organisational chart
- Departmental reference/background material.
- Way forward report format
- Good governance "value proposition".
- Advice/guidance from reference group
- Departmental branding and communications standards
- Departmental communications group timely approvals
- Understanding departmental communications processes
- Ongoing reference group involvement

## Risk assessment summary

- 14 risks identified, with nil (0) high risks, two (2) medium risks and twelve (12) low risks

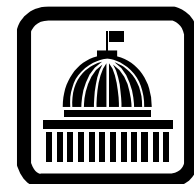


## 2. The Stakeholder Workshop Report

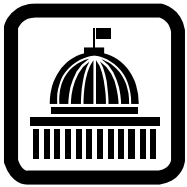
- **Program/Project Overview**
  - **Reworded Objectives & Outcomes**
- **Outcome Profiles™**
- **Appendices**
  - **Outcome/Output cross reference**
  - **Issues/Action Items log**
  - **Key milestones & activities**

# Governance Review Project

## - Outcome/Output Cross Reference

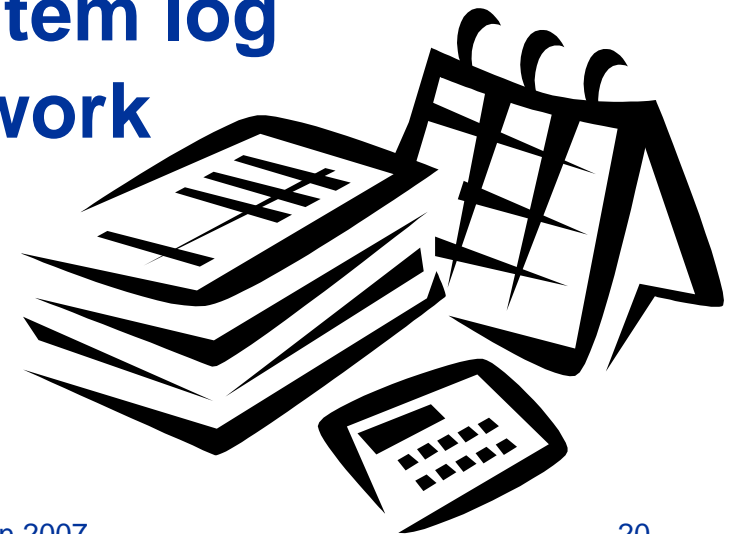


No.	Output	Outcome 1	Outcome 2	Outcome 3	Outcome 4
1	Senior Management Briefing	X	X		
2	Communications Plan	X			
3	Stakeholder Engagement Plan	X	X	X	X
4	Roadmap of governance related projects			X	X
5	Project Report	X	X	X	X



## 3. Plan the Project

- The Stakeholder Workshop Report was used to
  - Define project activities, resources & schedule
  - Reconfirm the Project Budget
  - Establish the Risk Register
  - Establish the Issues/Action Item log
  - Define the Reporting Framework
    - Attainment of outcomes



# Projects Deliver Strategy

## More Effectively, Success = Outcomes

