



## Divisions of General Practice Information Management Maturity Framework (IMMF)

# Toolkit – Project management guidelines and checklist.

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# Information Management Maturity Framework (IMMF)

## Toolkit – Project management guidelines and checklist.

### Purpose

The purpose of the “Project management guidelines and checklist” is to assist Divisions address the action tasks below.

| Action Tasks                                    | Capacity Gap        | Element of IM |
|---|---------------------|---------------|
| Adopt a uniform approach to project management. | Unaware to Reactive | Capabilities  |

This task should have been identified from the IMMF gap analysis and toolkit specification.

This tool provides a simple explanation of what distinguishes a project from business as usual, and a set of CEO governance checklists for use before the approval of new projects.

Knowledge of the project management guidelines and checklist is a pre-requisite for access to more advanced tools such as:

- Guidelines for IM in project management.
- General practice relationship management guidelines for IM.
- IM planning templates linked to the Division’s annual and strategic business plans.
- Technology solutions for existing data validation and cleansing tools.

### Explanatory notes

A uniform approach to project management requires Divisions to consistently recognise those tasks/objectives which should be organised as a project rather than merely delegated to existing staff or programs. The CEO must have a methodology for planning and completing the work to deliver the expected outcome.

A project management methodology enables a culture focused on the “task”, “outcome” or “deliverable” (the planning); rather than a culture focused on the “process” or “activity” (the doing).

Project management checklists provide a simple governance structure for CEOs to confirm that all the necessary steps have been considered before a project is approved, and during each projects lifecycle.

### Instructional design

This tool consists of two parts:

Part 1 – Project management guidelines.

Part 2 – Project management checklist.

#### Part 1 - Project management guidelines

The guidelines should be read and discussed with senior program or project staff at the Division. CEOs may also wish to discuss the topics with other Divisions to understand how they differentiate projects from business as usual activity and what project management techniques and templates they use.

SBO staff are also a source of advice on the best way for a Division to adopt a uniform project management methodology.

The online resources for project management techniques and templates should be reviewed so that the Division can select one approach to be adopted for all programs and services.



## Part 2 – Project management checklist

The project management checklist is one example of a simple tool for project governance. The items in the checklist are not exhaustive nor will every item be relevant for every project.

CEOs should use the checklist as guidance for the approval of new projects and to assist other staff within the Division who are responsible for managing projects.

Each of the items in the checklist should be reviewed by the CEO and senior program or project staff for relevance to the Division's projects, and inclusion in the Division's procedures manual

Specific topics covered in the checklist for may also be used as professional development training for key staff. Qualified SBO staff may be able to assist with this training if requested for the following topics for a project :

- Situation.
- Scope and Deliverables.
- Control.
- Support.
- Governance.

### Summary of outcomes and resources

| Workstreams  | Outcomes  | Resources  |
|--|---|--|
| <p><b>New processes or procedures to be adopted</b></p>  | <p>The Division should adopt a single project management technique and templates.</p> <p>Update the Division's Processes and Procedures Manual with selected items from the checklist.</p> <p>Identify staff training requirements in the topics for project management.</p>      | <p>This tool is self administered by the CEO and senior program staff.</p> |
| <p><b>Culture and change management requirements</b></p> | <p>All staff are aware of the Division's uniform approach to project management.</p> <p>New project based processes and procedures are adopted in all the Division's programs and services.</p> <p>Staff professional development programs include project management topics.</p> | <p>This tool is self administered by the CEO and senior program staff.</p> |



## Part 1 – Guidelines for project management

Many Divisions already have sophisticated processes and procedures for managing projects which do not require replacement. The guidelines provided by this tool for project management are designed to supplement these and will be applicable to every Division regardless of any existing management framework, methodology, tools or planning process used for projects.

These guidelines are also not just specific to IM or information technology projects; they apply to all types of projects.

### What is a project?

A project is defined as any activity that changes the status quo of business activities, IM or a program or process. A project has clear start and end status, a defined budget, resources and a set timeframe for completion.

It is generally accepted that for a piece of work to be deemed a project, and warrant the adoption of a formal project management methodology, the work effort must require more than one staff team member and should exceed 30 days effort. Smaller pieces of work should be handled as delegated tasks without the overhead of a project management framework.

Some more specific examples within a Division where this project management toolkit item may be useful:

- The development of new services or information systems.
- Changes to existing services or systems that involve new activities, functionality or outcomes (including the termination of a program or service).
- The selection and installation of new hardware, software or telecommunications, systems.
- The implementation of new standards, quality procedures. and staff education.
- The closure of a long term program.

### What is project management?

*Project management is the definition, planning and co-ordination of a set of resources and activities, designed to produce a desired change in the status quo.*

Project management is a set of tools and a management process that can make a difference between a project's failure or success. Project management:

- is about managing people and expectations;
- is about managing change;
- is about managing risks;
- is a participative and shared process; and
- is focused on the benefits for business.

Project management as practised in Divisions of General Practice should be a consistent process supported by a common set of tools that maximise the chances of delivering the project on schedule, to budget and to the required quality. This discipline:

- ensures that stakeholder expectations are met;
- ensures that projects are kept in control and focused on outcomes;
- minimises the chances of project risks being realised;
- eliminates reinventing the wheel by standardising project management processes;
- lowers the risk of critical tasks being overlooked during the project;
- contributes to efficient, timely and appropriate allocation of valuable staff time and budgets; and
- maximises opportunities for coordination of deliverables on a regional or national basis involving many Divisions.



## Managing a project lifecycle

A project lifecycle, or the stages of a project, can be generally described under the four headings below. This is not a mandatory list but represents an overview of the current project management literature and standards.

- Initiation *Define the business opportunity, scope and deliverables; feasibility and approval process.*
- Planning *The work breakdown structure, resource allocation, scheduling and budgeting.*
- Control *Monitor and control deliverables, report progress, manage issues, risks and change management.*
- Closure *Confirm deliverables and benefits realisation, review lessons learnt, and return resources to routine tasks.*

The purpose of a project lifecycle is to assist CEOs to manage projects with standardised milestones (often described as “gates”) for executive or board approval. Thus defined stages should be established for every project in a Division, so that every project requires independent review and approval to proceed at the end of each stage. This guideline applies regardless of the project management methodology being used.

## Why do projects fail?

There is a great deal of literature on the subject of project failure, especially in the area of IT projects. Ultimately the failure of a project is the responsibility of executive management or project sponsorship rather than project staff.

The list below represents a consolidated review of sources for the top 10 reasons for the failure of projects in small organisations.

- Inadequately trained and/or inexperienced project sponsors and project managers.
- Failure to make people accountable for deliverables.
- Failure to set and manage expectations between stakeholders.
- Poor leadership of change for the defined business opportunity.
- Failure to adequately identify, document and track deliverables.
- Planning using arbitrary deadlines without understanding dependencies.
- Poor effort or time estimation for tasks.
- Cultural or ethical misalignment between business and clinical practices.
- Different views of benefits between the project team and project “customer”.
- Inadequate communication, including progress tracking and reporting.

## Project management references

There are many references for project management methodologies and the tools and templates that support them. The links and references below have been validated to meet the standards required for use in the Divisional setting. No specific recommendations have been made, instead it is suggested that the CEO review the support offered from each site and choose the most useful for their own circumstances.

- Divisions Network Executive Leadership Program delivered through University of New England (<http://www.adgp.com.au/site/index.cfm?display=7933>) Accessible through the AGPN, this program includes support material on information and knowledge management and project management material based on the PRINCE 2 methodology (<http://www.prince2.com/>) widely accredited throughout the UK Government including the National Health System (NHS).
- Tasmanian Government project management methodology and tools resource center at [http://www.egovernment.tas.gov.au/themes/project\\_management](http://www.egovernment.tas.gov.au/themes/project_management). This site has a wide range of free templates and fact sheets to assist project managers.



- Free project management guides, handbooks and templates can be found from many online resources. some that have been reviewed as suitable for use by Divisions are:
  - <http://www.method123.com/free-project-management-book.php>
  - <http://www.projectsart.co.uk/introduction-to-project-management.html>
  - <http://www.aceproject.com/>
  - <http://www.jxproject.com/>
  - <http://ganttproject.biz>
  - <http://www.dotproject.net/>
  - <http://www.achievo.org/product/>



## Part 2 – Project plan checklist

The headings and notes below are a checklist of the topics to be considered during the initiation and planning stages for a new project. The layout conforms to the sections expected to be found in a project initiation document, or project plan.

Topics marked with an asterisk (\*) represent the short version of the checklist for a small projects.

### Situation

|                                |  |
|--------------------------------|--|
| Background*                    | <i>(What is the business opportunity or rationale for the project?)</i>              |
| Related activities or projects | <i>(What existing business activities or projects will impact the project?)</i>      |
| Purpose                        | <i>(What is the business purpose or outcome of the project?)</i>                     |
| Business case*                 | <i>(What business case justifies the project, is it financial, compliance, etc?)</i> |
| Success criteria*              | <i>(What criteria will be measured to confirm the success of the project?)</i>       |
| Assumptions                    | <i>(Are all the assumptions made in the planning of the project identified?)</i>     |
| Constraints                    | <i>(Are all constraints on the conduct of the project identified?)</i>               |

### Project scope and deliverables

|               |  |
|---------------|--|
| Scope*        | <i>(Is there a clear statement of what is and is not included in the project?)</i>   |
| Deliverables* | <i>(Are there quantifiable outcomes of the project that result in the achievement of the project's scope and purpose?)</i> |

### Control

|   |  |
|---|--|
| General outline*                                  | <i>(Is the timeframe and organisational approach for the project clearly defined?)</i> |
| • Approach  | <i>(How will the project work be allocated, scheduled and managed?)</i>                |
| • Phases or milestones                            | <i>(Is the work consolidated into separate stages by time or deliverables?)</i>        |
| • Dependencies                                    | <i>(Are all dependencies identified between deliverables or phases?)</i>               |
| Resource grouping and allocation to project tasks |  |
| • Resource grouping                               | <i>(Are all resources identified, what new staff groupings are required?)</i>          |
| • Accountability*                                 | <i>(Are individual staff made accountable for all deliverables?)</i>                   |
| Project budget                                    |  |
| • Allocated budget*                               | <i>(What budget is allocated to the project, where do the funds come from?)</i>        |
| • Sunk costs                                      | <i>(How are overheads i.e. existing staff costs, accounted for?)</i>                   |
| • Project costs                                   | <i>(What separate project funds are being used, how are they allocated?)</i>           |

### Support

|                     |   |
|---------------------|---|
| Work locations      | <i>(Use existing offices, or what new locations are required?)</i>  |
| Office facilities   | <i>(Use existing facilities, or what new infrastructure/tools are required?)</i>  |
| Work routine        | <i>(Use existing routine, or what new staff working conditions are required?)</i>   |
| Travel requirements | <i>(Does the plan identify all the travel requirements and costs associated?)</i>   |
| External suppliers  | <i>(Does the plan identify all external products or services to be purchased, and how contracts and costs will be managed?)</i> |



## **Governance**

|                       |   |
|-----------------------|---|
| Project sponsor *     | <i>(Accountability for acceptance of deliverables, budget, change control?)</i> |
| Project working group | <i>(Supervising committee to regularly report progress and resolve issues?)</i> |
| Change control        | <i>(Process for resolving issues that impact scope, budget, or timeframe?)</i>  |
| Reporting*            | <i>(Format and frequency of reporting to working group and sponsor?)</i>        |
| Quality control       | <i>(Process for independent review of deliverables and risk management?)</i>    |
| Benefits realisation* | <i>(How is the success/failure of the project measured?)</i>                    |
| Project closure       | <i>(How will the project finish and resources return to normal activities?)</i> |

## **End of Document**