



## Divisions of General Practice

### Information Management Maturity Framework (IMMF)

# Toolkit – Guidelines for IM in project management

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# Information Management Maturity Framework (IMMF)

## Toolkit – Guidelines for IM in project management

### 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
Implement IM principles in the Division’s project management methodology.	Reactive to Defined	Capabilities

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

This tool provides advice to CEOs on the IM pre-requisites for project approval, consideration of IM outcomes within projects and applying IM principles to project planning and approval processes.

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

- Case studies and technology solutions for Division/GP relationship management programs and business cases for provision of practice and clinical information.
- Guidelines for IM risk management.
- Project management guidelines and checklists for software development, or development of new ILC technology solutions for standard adoption nationally.

### Explanatory notes

Mechanisms to manage projects within a Division must include consideration of the principles of IM and should be the same as those applied to existing business programs and member services. As more funding and human resources are used on project based activities; it is critical to good governance that a CEO determines:

- Does the Division have the necessary IM capacity to undertake a project?
- What is the project’s IM requirement?
- Are the underlying principles of IM being applied within the project?

### Instructional design

This tool consists of one part – Guidelines for IM in project management

#### Guidelines for IM in project management

Review the guidelines and determine the Division’s requirements for a considering IM issues in the planning and control of projects. CEOs should use the guidelines to trigger changes in behaviour and in processes/procedures within the Division, and establish a risk based approach to project management.

Approved SBO staff are available to assist the review and to provide advice on how other Divisions have handled IM issues in project management for capacity checks, defining IM deliverables and applying the principles of IM to projects.

CEOs should also discuss their requirements with executive staff at other Divisions that have demonstrated a “defined” or “managed” capacity for IM capability.



### Summary of outcomes and resources

Workstreams	Outcomes	Resources
<p><b>Skills or knowledge acquisition requirements for staff</b></p>	<p>Complete a capacity check on a Divisional project.</p> <p>Identify and describe the IM deliverables within a project.</p> <p>Apply the principles of IM to small and large projects.</p>	<p>Group workshops will be held to provide individual training for new skills and knowledge for Divisional staff</p>
<p><b>New processes or procedures to be adopted</b></p>	<p>Standard IM capacity checks for project approval.</p> <p>Risk management policy for approving new projects.</p> <p>Review of IM principles embedded in processes and procedures for planning and control of projects.</p> <p>Review of IM deliverables embedded in processes and procedures for planning and control of projects.</p>	<p>SBO staff may also be available for facilitation and support for new processes or procedures.</p>
<p><b>Culture and change management requirements</b></p>	<p>Staff apply the same IM principles policies and standards to projects as those applied to existing business programs and member services.</p>	<p>Mentoring by CEOs of Divisions that have demonstrated a “defined” or “managed” capacity for IM management.</p>



## Guidelines for integrating IM into project management

*“The extent to which mechanisms to manage projects within the Division include consideration of the principles of IM.”*

### General guidelines

Project plans should describe how IM requirements will be taken into consideration in each project. There are three key guidelines to consider:

1. Does the Division have the necessary IM capacity to undertake the project? A project IM capacity check should be completed before a project is approved.
2. What is the project's IM requirement, and what information products or services are incorporated in the projects deliverables?
3. Are the underlying principles of IM being applied within the project, as they would be to the Division's existing range of business programs and member services?

### Project IM capacity check

Within the IMMF, the Division's maturity or capacity is measured in terms of six separate elements of IM. The Division's IM capacity to undertake a project should be formally assessed against these elements during the initiation, project definition, or feasibility stage, before the project is approved.

Regardless of the project management methodology or tools used, the project sponsor, CEO or board should be confident that the Division meets a minimum standard of capacity for each of the elements, as described in the guidelines below.

Context – *The impact of internal and external environments for IM on the project.*

- Have the features and capacity of existing information systems been considered in planning the project?
- Does current IT infrastructure meet the standards required for the project?
- Has the Division conducted any external scans of technology trends or systems that may impact on the project?

Capability – *Access to individual IM skills, and tools required for the project.*

- Are there common standards in word processing, office productivity tools and e-mail that the project can utilise?
- Do the staff allocated to the project team have the necessary IM skills and tools?
- Does the Division have access to internal or external experts who have completed similar projects successfully?

Management of IM – *The Division's organisation, processes and procedures for managing project information.*

- Is there evidence of a management framework to effectively support the IM outcomes of the project?
- Are all IM roles and responsibilities, performance expectations, and accountabilities clearly defined, understood and accepted?

Records management and information lifecycle – *The extent to which the Division proactively manages records and applies processes and technology tools to implement an information life cycle.*

- Is there any system for project document management?
- Can the Division's records management system be adapted for the project's information?
- Does the Division have a retention/disposal plan for information after the completion of the project?

User perceptions – *The extent to which the Division understands the perceptions and impact of its IM processes and systems, measured in terms of awareness, training, support and satisfaction for both internal users and general practice.*



- Does the Division have standards and resources for the training and support of users when new IM or IT systems or processes are implemented as a result of the project?
- Does the Division have standards and resources to obtain feedback from users on their awareness and satisfaction of new IM or IT systems or processes?

Compliance and quality – *The Division's processes and systems to ensure the quality, privacy, security and continuity of access to information and compliance with legislation and community standards.*

- Are project staff aware of their responsibilities under information security and privacy legislation, and community standards?
- Does the Division have adequate systems and procedures for the back up and recovery of project information?

Any elements where the CEO or project manager believes that the Division may not have the relevant capacity should be treated as a risk and monitored closely during the project. Instances of multiple risks across more than one Element should trigger a review as to whether the Division should attempt the project.

## **Principles of IM**

The CEO should review the plan for each approved project to confirm a level of adherence to the principles of IM defined in the IMMF. Issues for consideration under each principle are described below.

Accessibility - *Project information is easily accessible to all stakeholders and across all the Division's programs and services, to those who need it, and are authorised to access it.*

- How efficient will it be for users from inside and outside the Division (subject to legal and policy constraints) to access project information for reuse e.g. without transcribing or transforming any data?
- Have all relevant IM and IT standards been considered in planning the project e.g. data naming and formatting for common data elements (e.g. NEHTA formats for discharge summaries)? What will be the source for standard data tables (e.g. general practice contact details)?
- What process and standards has the project considered to ensure authenticity and accessibility of the information over time?

Usability - *Project information meets the needs of the Board and all levels of staff, member GP's, partners and other stakeholders. It is timely, relevant, accurate and convenient to use.*

- How will the project ensure the correctness and reliability of the information being brought into existence? e.g. that it is current, complete, accurate, consistent and easy to understand.
- Will there be an organised listing (data dictionary) of the structured data elements that are pertinent in any new information systems?

Accountability - *Accountability for the IM outcomes of the project are clearly defined, and there is organisation wide awareness of the project and its impact on each of the Division's programs and services.*

- Does the project plan include processes for governance and accountability to support IM?
- How will the project ensure the value of the information being stored, maintained and accessed? e.g. controlled, auditable access; protection against inadvertent loss or unauthorised destruction.

Integrated approach - *Project information is managed as an asset. It is managed throughout a defined lifecycle regardless of the medium in which it is held.*

- Are project tools and processes in place to support the management of the life cycle of information: capture, receipt, storage, organisation, sharing, retrieval, re-use, protection, preservation and disposal?
- What is to be done to avoid re-entering information that is already available within or outside the Division?
- Can this project feed data into the Division's record management system? How will user awareness and ease of finding relevant information be accomplished?

Co-ordination and planning - *IM planning is coordinated with strategic/annual business and budget planning for all the Division's programs and services.*



- Does the project use common information practices and common user protocols to facilitate access to information between services?
- Is there a potential for horizontal application of the project's information i.e. across groups within the Division or between Divisions?

Optimise value - *The cost/benefit of information assets is known and managed for both current and future business needs.*

- Does the project plan protect the integrity of information: currency, completeness, accuracy, consistency, reliability, relevancy and usability?
- Has information that needs to be retained been identified?
- Can this project provide a common model (e.g. reuse, best practices) for similar approaches or problems in other projects or in other Divisions?

### **Review the project plan for its IM requirements**

Does the project plan address the project in the context of IM? This question must be answered by the project sponsor during the process of project approval. The project plan should separately address all the internal information requirements, described below as the information "footprint" of the project. It should also clearly define all IM deliverables (information systems or services) included in the projects scope.

The list below is a quick guide to the types of checks that should be made.

Is the information "footprint" for the project identified and specified?

- What are the categories of information (unstructured, free format, reference) that this project will utilise?
- What information does the project require from external sources?
- What information will the project generate for both internal and external use?
- Are the owners, users and custodians of the information identified?

Are there new information systems or services incorporated in the projects deliverables?

- Is there a high level Data Flow Diagram (DFD) or equivalent depicting the information flow for new information systems or services?
- What information will the users be expecting/wanting from new information systems or services?
- What information will users have to provide in order to get the information service they are looking for?
- What other systems will be required to provide the information/service users are looking for?
- Is the workflow of the new information systems or service clearly laid out? What will be the main differences in the IM requirements between the current workflow (if there is an existing service) and the proposed workflow?

## **End of Document**