

# Outcomes Based Project Management



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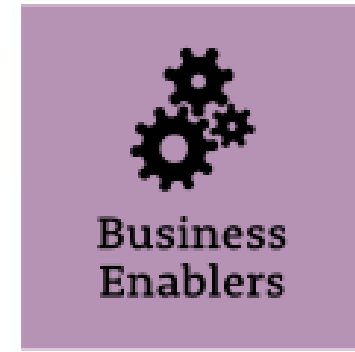
INSTITUTE OF  
PUBLIC ADMINISTRATION  
AUSTRALIA

**IPAA**  
NEW SOUTH WALES

A black and white photograph of a person standing on the edge of a large, flat rock formation. The person is looking out over a vast, misty valley with rolling hills and a waterfall in the distance. The scene is atmospheric and somewhat desolate.

**“If you don’t know where you are going,  
you’ll end up someplace else.”**

***Yogi Berra***



# Project Management

Understand and apply effective project planning, coordination and control methods



## Foundational

Understand project goals, steps to be undertaken and expected outcomes

Plan and deliver tasks in line with agreed project milestones and timeframes

Check progress against agreed milestones and timeframes, and seek help to overcome barriers

Participate in planning and provide feedback on progress and potential improvements to project processes



## Intermediate

Perform basic research and analysis to inform and support the achievement of project deliverables

Contribute to developing project documentation and resource estimates

Contribute to reviews of progress, outcomes and future improvements

Identify and escalate possible variances from project plans



## Adept

Understand all components of the project management process, including the need to consider change management to realise business benefits

Prepare clear project proposals and accurate estimates of required costs and resources

Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements

Identify and evaluate risks associated with the project and develop mitigation strategies

Identify and consult stakeholders to inform the project strategy

Communicate the project's objectives and its expected benefits

Monitor the completion of project milestones against goals and take necessary action

Evaluate progress and identify improvements to inform future projects



## Advanced

Prepare and review project scope and business cases for projects with multiple interdependencies

Access key subject-matter experts' knowledge to inform project plans and directions

Design and implement effective stakeholder engagement and communications strategies for all project stages

Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning

Develop effective strategies to remedy variances from project plans and minimise impact

Manage transitions between project stages and ensure that changes are consistent with organisational goals

Participate in governance processes such as project steering groups



## Highly Advanced

Ensure there are systems and effective governance processes in place for project management

Make decisions on accepting projects based on business cases

Use the historical, political and broader context to inform project directions and mitigate risk

Obtain key stakeholders' commitment to major project strategies, including cross-organisational initiatives, and ensure ongoing communication

Ensure that project risks are managed effectively, and appropriate strategies are in place to respond to variances

Drive the changes required to realise the business benefits of the project

Ensure that project management decisions consider interdependencies between projects

Who does this apply to?

# Poll 1: Who is in the audience

# Outcome Budgeting

- It is an approach to decision making that recognises that the allocation of public resources should be based on the outcomes achieved for people, not the amount spent.
- It drives a performance-based culture by ensuring the public sector stays focused on the delivery of outcomes for the people of NSW.

# Outcome Budgeting

Outcome budgeting is a performance management approach which starts the conversation by asking what outcome is being pursued

- (e.g. best start in life for young children)

how success can be tracked

- (e.g. proportion of young children enrolled in early education)

what policy options have evidence of achieving that goal and

the cost of alternate policy approaches

It is a more innovative approach than simply looking at whether existing programs or agencies need incremental adjustments.

# Examples of using an outcomes lens

From	To
<p>Increase the number of doctors and nurses in emergency departments.</p>	<p>Waiting times for emergency services reduced</p>
<p>Increase the number of teachers and build new schools.</p>	<p>Improved educational outcomes for primary and secondary students.</p>
<p>Number of services delivered</p>	<p>Customers receive responsive and safe services that anticipate their needs</p>

# Outcomes and Programs - an example

## State Outcomes

What the Cluster is delivering for people and business

### 1 – Excellence in Customer Service

This Outcome focuses the Cluster’s efforts towards a customer-centred approach across the NSW Government, resulting in better customer experiences and easier transactions. This Outcome measures the availability of digital transactions, customer satisfaction with government services, and the number of services where customers only need to “Tell us Once”.

2021-22 investment: \$1.6 billion in recurrent expenses & \$109.2 million in capital expenditure

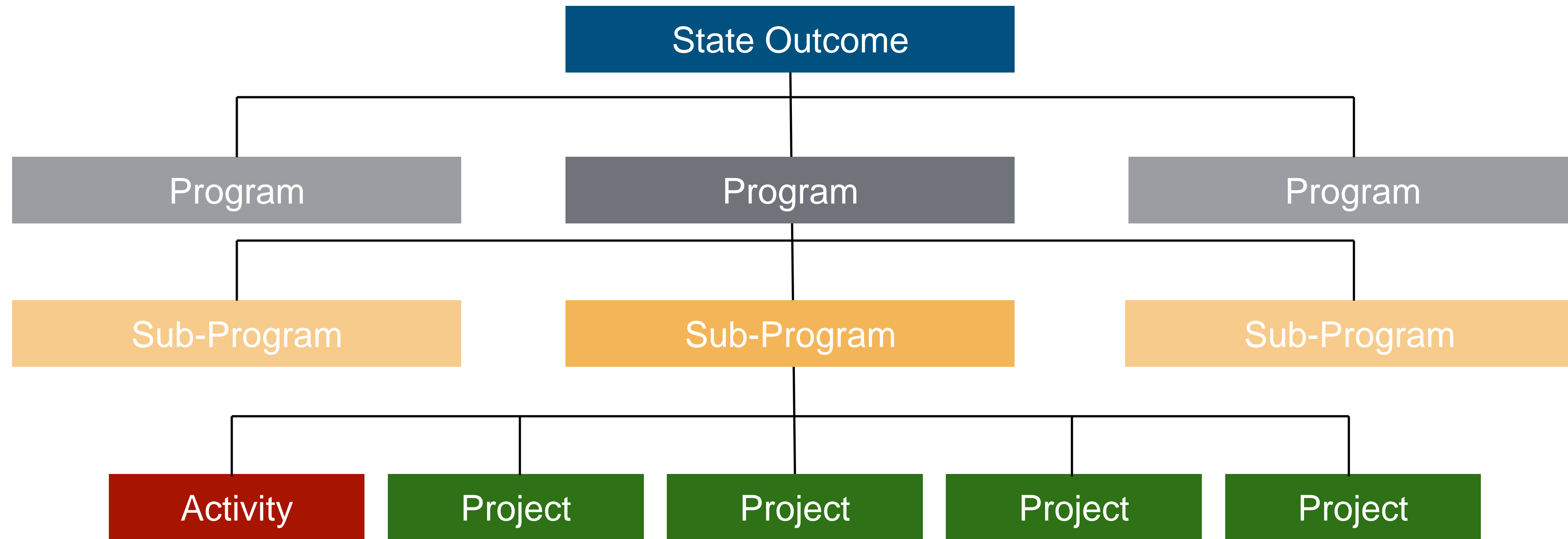
## Key Programs

underway to support delivery of Outcomes

- Service excellence for people
- Service excellence for businesses
- New and improved services for customers
- Efficient and effective revenue collection
- Service transformation and customer engagement across government



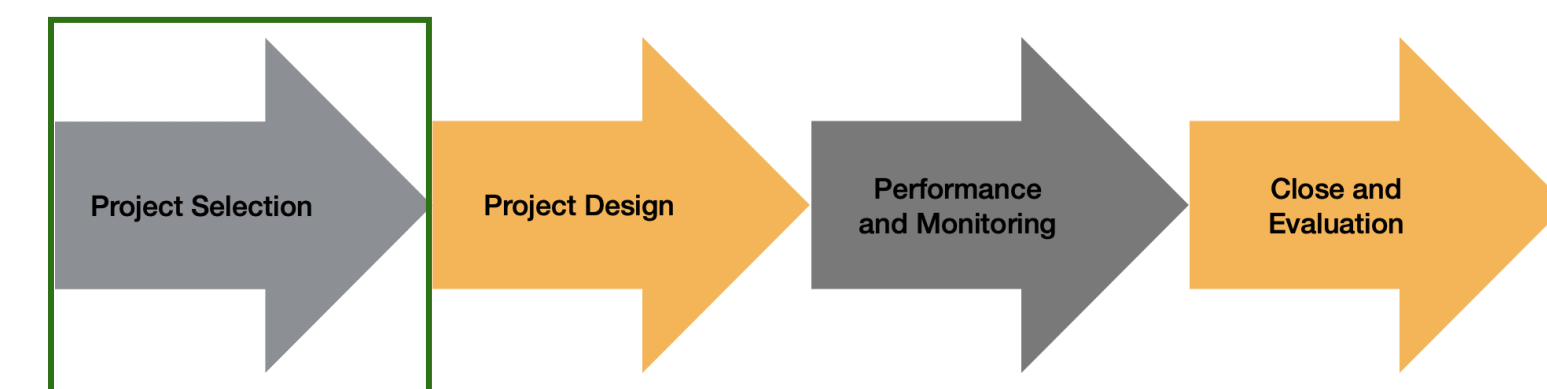
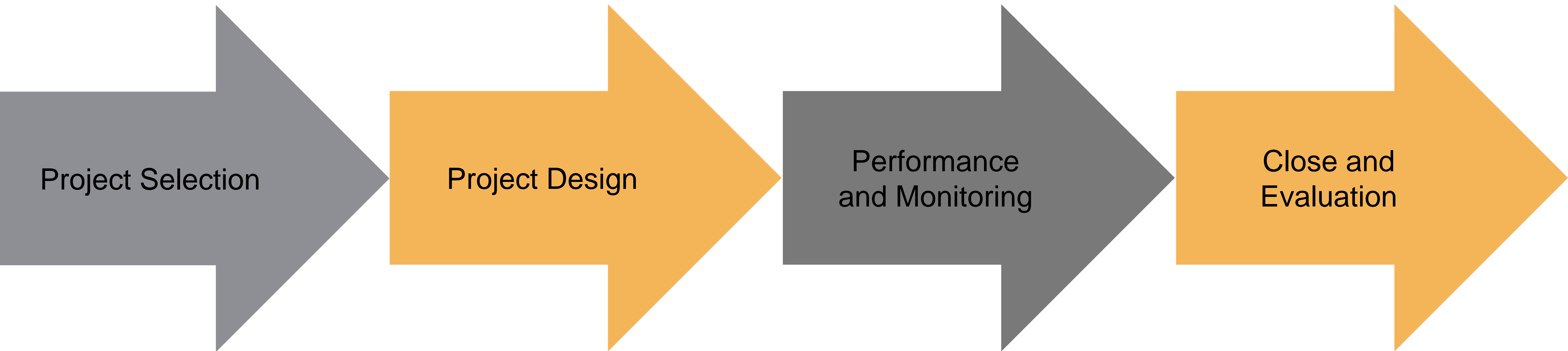
# Program Hierarchy



# Poll 2: Outcomes understanding

# Poll 3: Outcomes alignment

# Decision making continuum – Project lens



# Project Selection

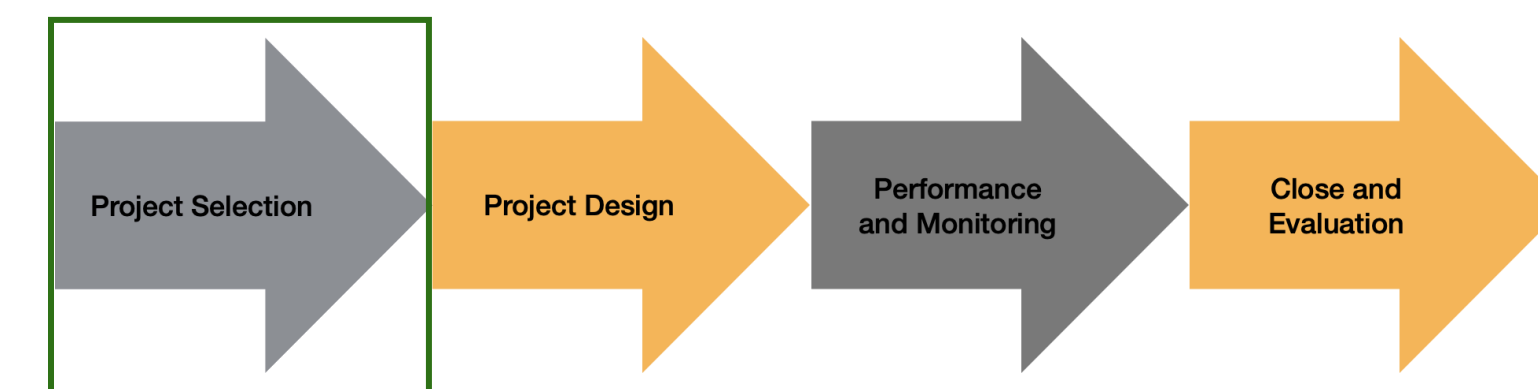
## Business Case – Key steps

- Identify the problem / opportunity
- Engage with stakeholders
- Strategic alignment
- Identify outcomes and objectives of the case
- Articulate the benefits
- Identify options to meet the outcomes / objectives

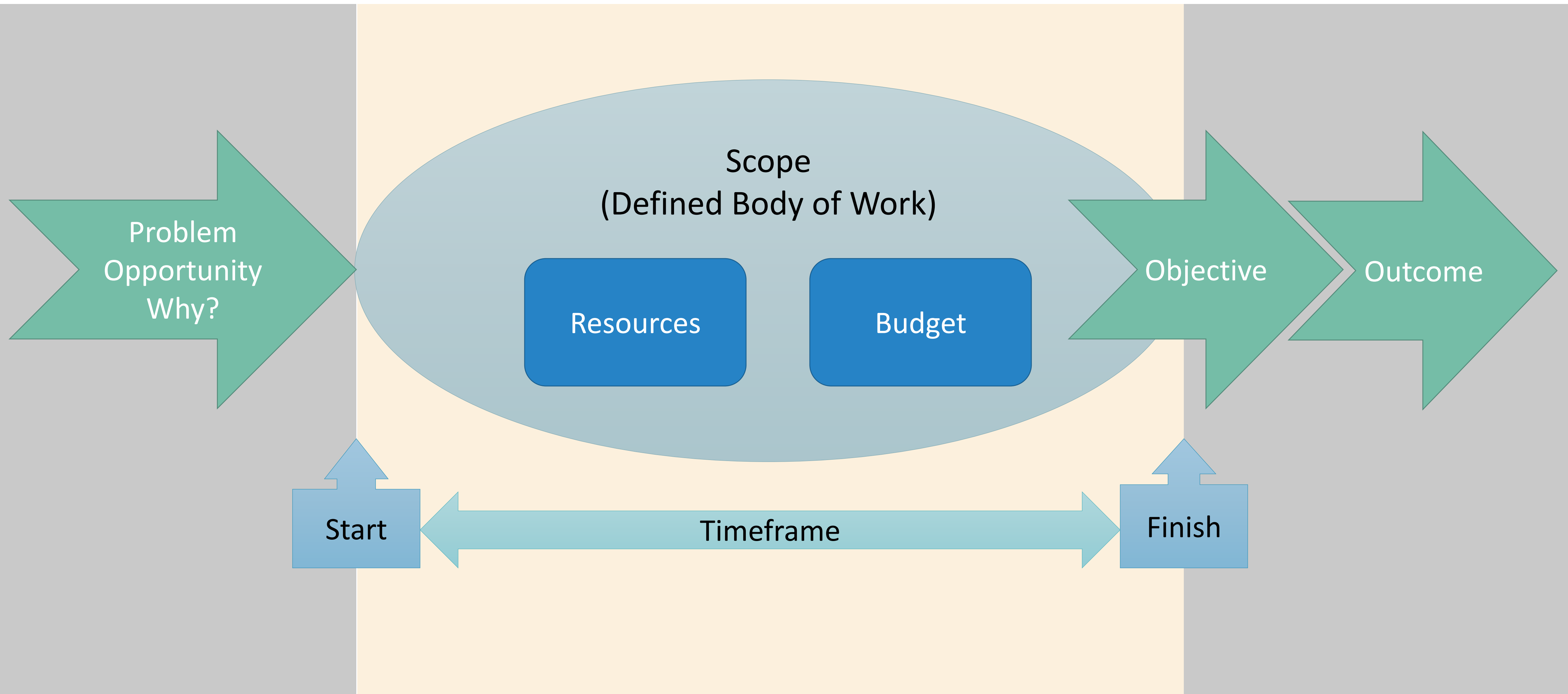
- Develop the evaluation framework

## Benefits:

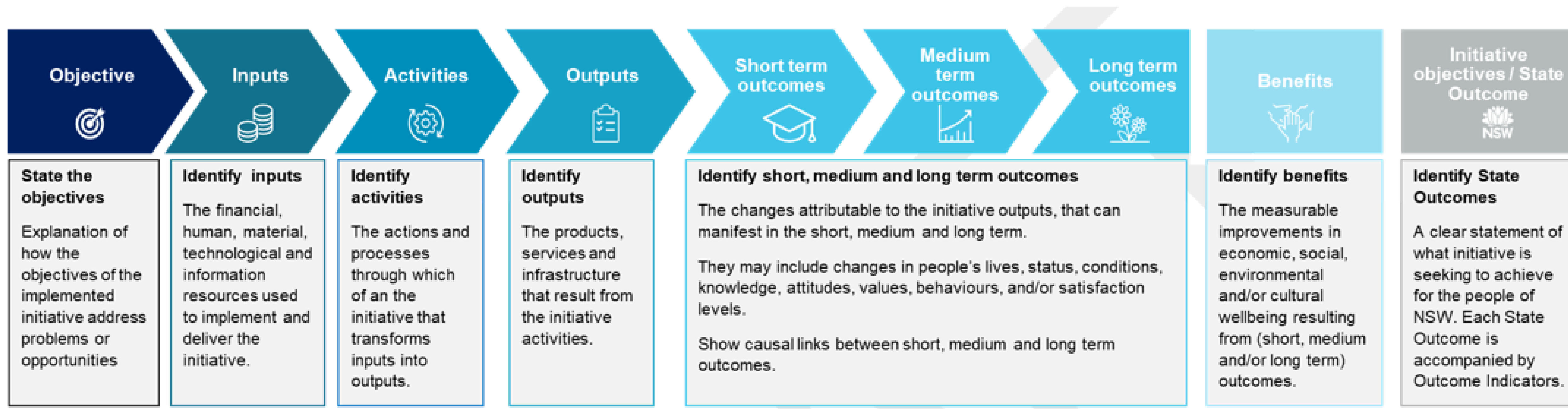
- Evidence based project selection
- More innovative projects



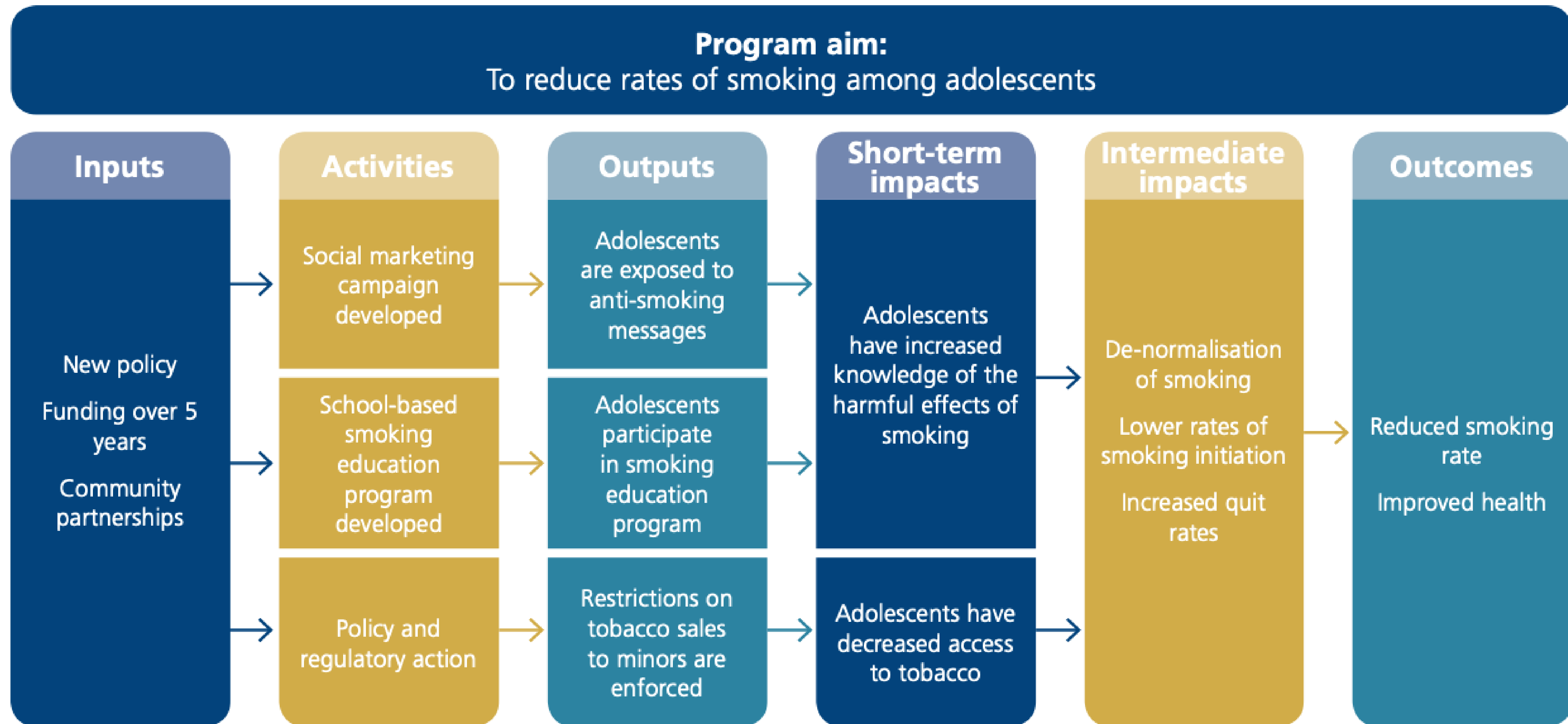
# Key attributes of a project



# Mapping Outcomes Using Program Logic



# Program Logic Example





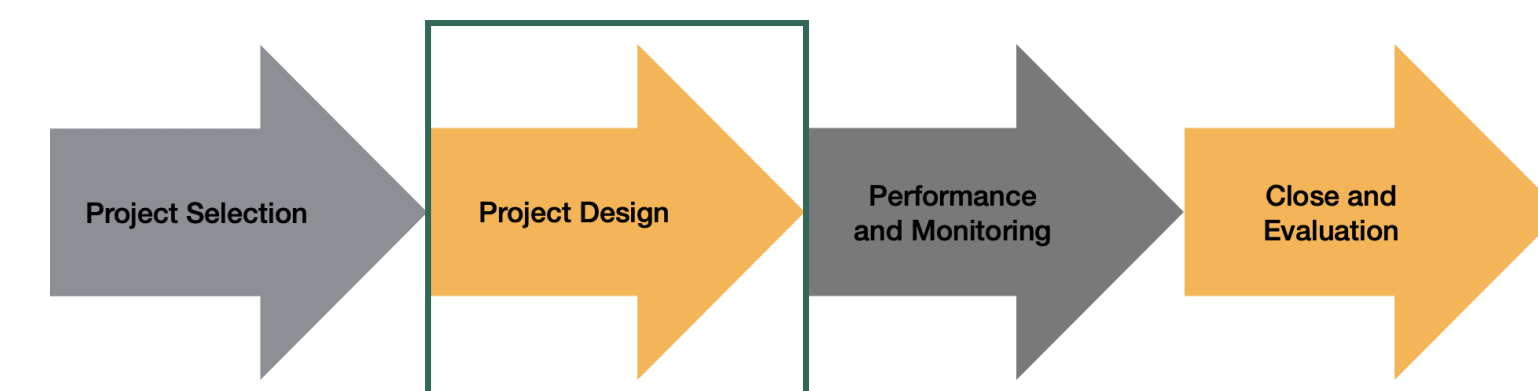
# Project Design

## Project Scoping / Planning

- Context / Purpose / Objectives
- Engage with stakeholders
- Scope definition
- Milestones / work breakdown structure
- Schedule
- Risk
- Change Management
- Procurement

### Benefits:

- Improved definition of objectives and outcomes
- Clear line of sight for decision making



# Defining Objectives

S

Specific

M

Measurable

A

Achievable

R

Relevant

T

Time-bound

## Measurable

- Identify the measurement tool
- Establish the current performance
- Identify the target performance
- Set trackable / milestone targets

# Simple Example: Records Management Policy

## Context

- The current records management policy is outdated. It does not cater for our current electronic records management and as such is not followed by employees. This results in large costs being incurred trying to discover misplaced records and, in some cases, records have been lost.

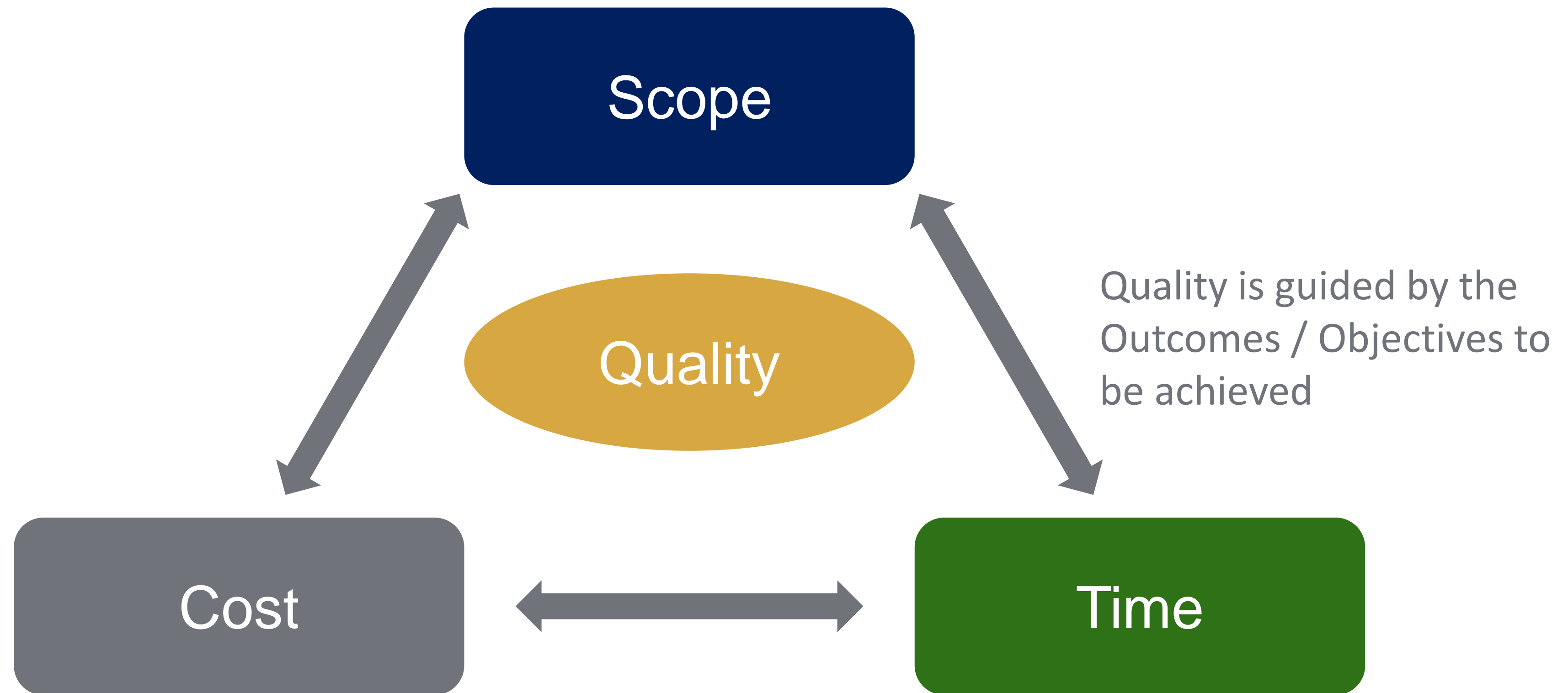
## Purpose

- To develop and implement a Records Management Policy which meets the needs of the department

## Objectives

- Develop a records management policy which meets the requirements of the department by 30 April 20YY
- Deliver communication and training sessions on the new Records Management Policy by 31 May 20YY
- Improve compliance with the records management policy from X to Y within 3 months of implementation

# Competing Demands – Scope definition



# Project Performance Monitoring

Managing scope changes

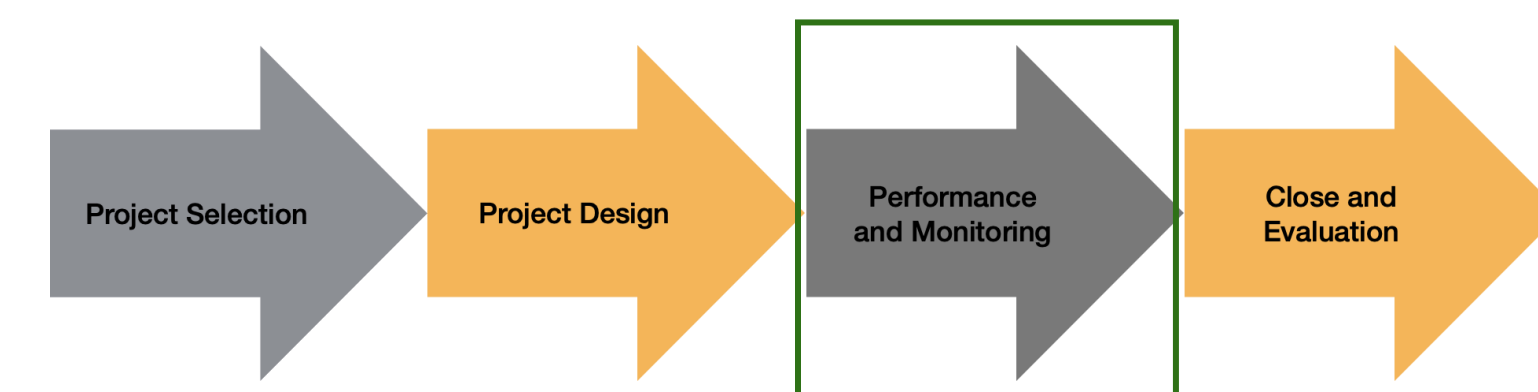
Managing stakeholders

Leading the project team

Driving change management

## Benefits:

- Use of outcome lens for scope management
- Motivation and alignment of project team



# Project Close and Evaluation

Benefits realisation

Objectives

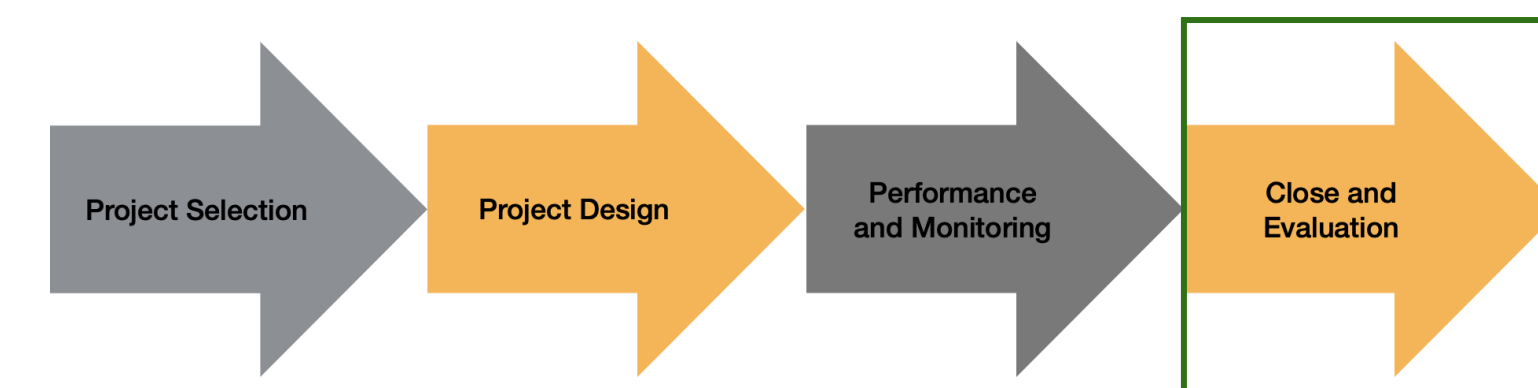
Contribution to outcomes

Lessons learned

Project handover

## Benefits:

- Improved results and benefits realisation
- Alignment to community and state expectations



# Decision making continuum – Project lens

Project Selection	Project Design	Performance and Monitoring	Close and Evaluation
<p>Key Steps:</p> <ul style="list-style-type: none"> <li>• Problem / opportunity</li> <li>• Stakeholders</li> <li>• Strategic alignment</li> <li>• Outcomes / objectives</li> <li>• Articulate benefits</li> <li>• Establish options</li> <li>• Evaluation framework</li> </ul>	<p>Key Steps:</p> <ul style="list-style-type: none"> <li>• Establish the scope of the project,</li> <li>• Refine the objectives,</li> <li>• Define the course of action required to attain the objectives</li> <li>• Change management approach</li> </ul>	<p>Key Steps:</p> <ul style="list-style-type: none"> <li>• Track, review, and regulate the progress and performance of the project;</li> <li>• Identify any areas in which changes to the plan are required;</li> <li>• Initiate the corresponding changes.</li> </ul>	<p>Key Steps:</p> <ul style="list-style-type: none"> <li>• Benefits realisation</li> <li>• Outcomes achieved</li> <li>• Objectives delivered</li> <li>• Lessons learned</li> <li>• Project handover</li> <li>• Project close</li> </ul>

# Benefits of Outcomes Based Project Management

1

Evidence based  
project selection

2

More innovative  
projects

3

Clear line of sight for decision  
making

4

Improved definition of  
objectives and outcomes

5

Alignment to community  
and state expectations

6

Use of outcome lens for  
scope management

7

Motivation and  
alignment of  
project team

8

Improved results and benefits  
realisation



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