



Australian Government
Department of Families, Community Services
and Indigenous Affairs

Developing FaCSIA's Project Management Approach

AIPM ACT Chapter Forum

29 November 2006

Improving the lives of Australians

Presentation Outline

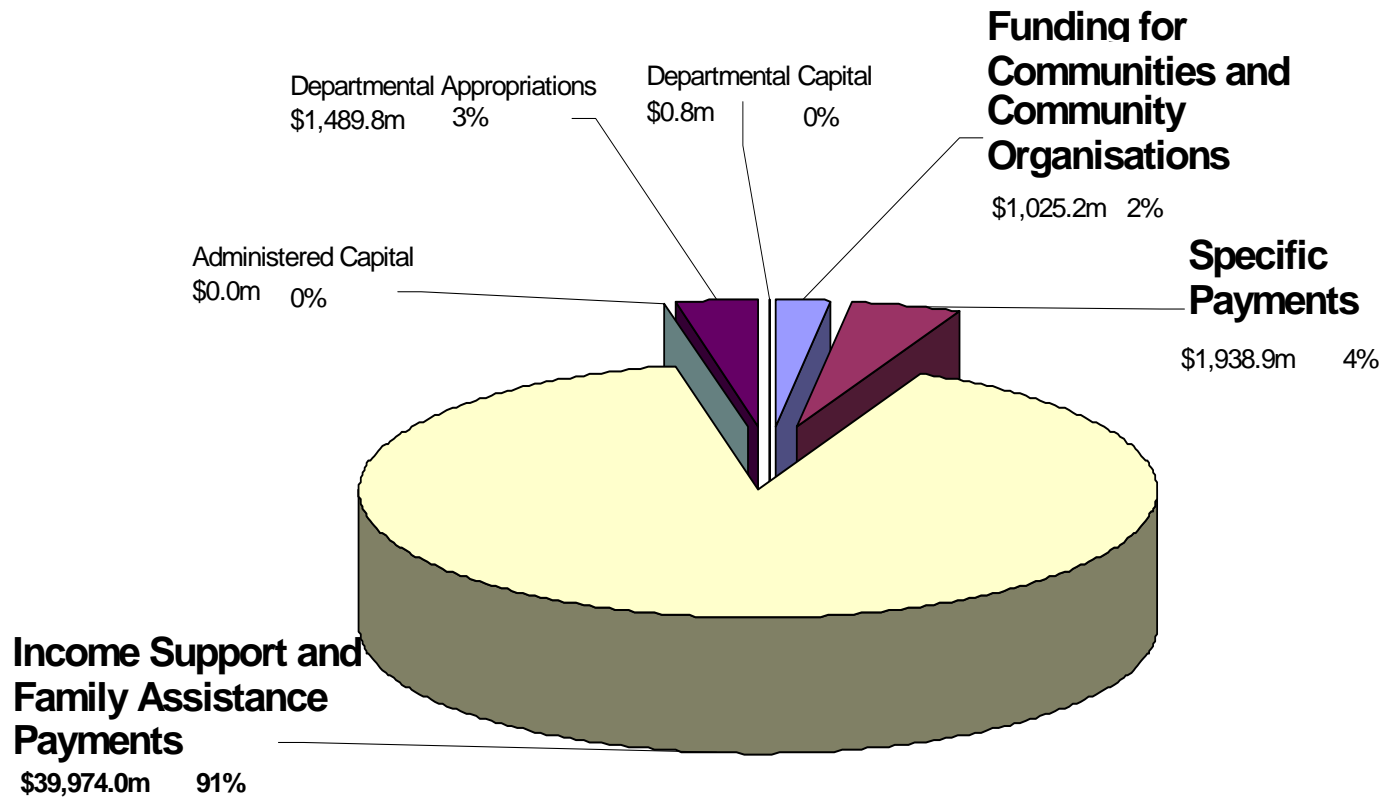
- **FaCSIA's purpose, objectives and responsibilities**
- **Project Management's role in FaCSIA's Strategic Framework**
- **Project Management Maturity - from Management to Integration**
- **Considering Future Directions:**
 - **Developments Underway**
 - **Emerging Opportunities**
- **Concluding Remarks**

FaCSIA - Overview

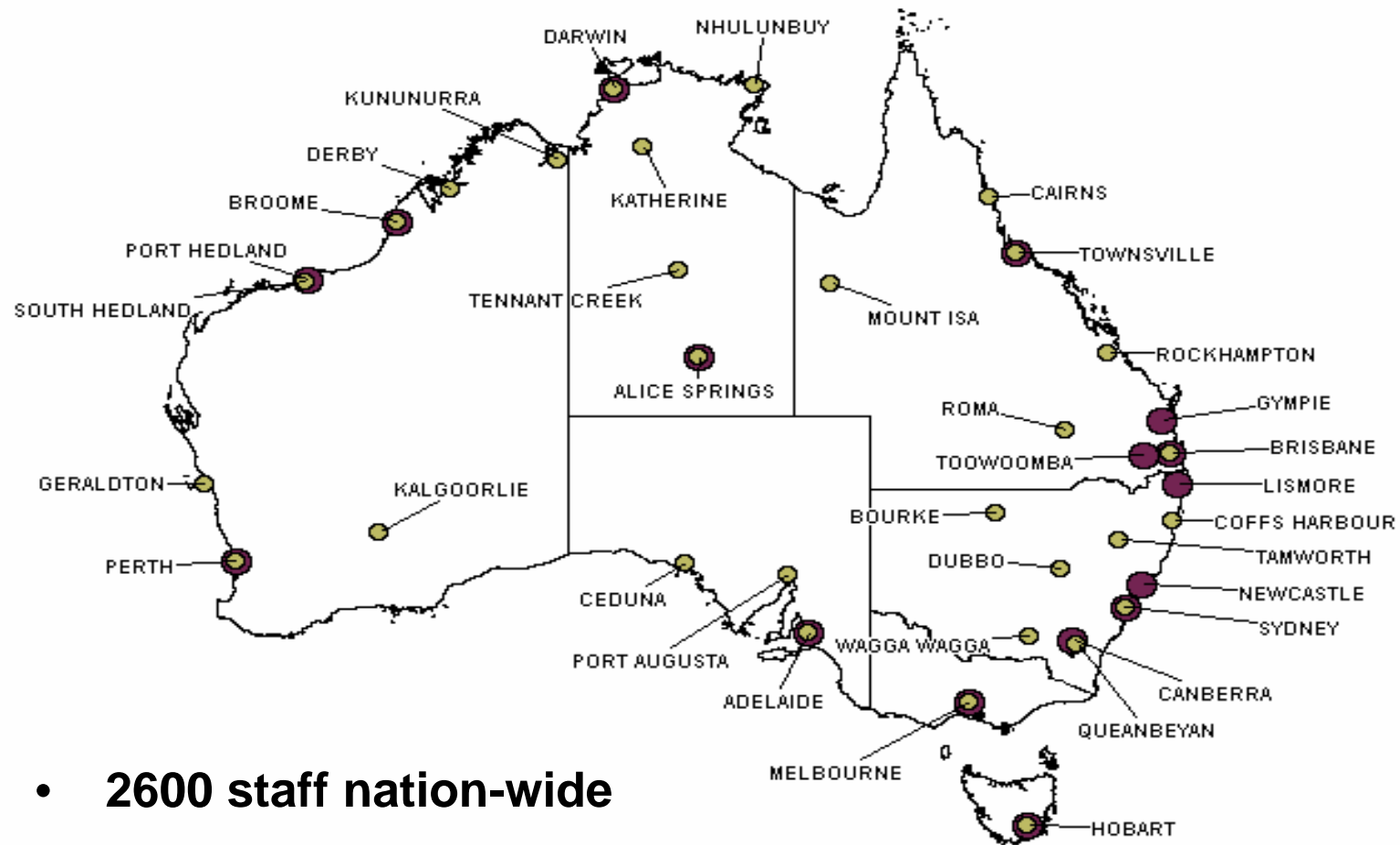
- **The FaCSIA portfolio has an annual budget of almost \$47 billion and is responsible for around 25% of the federal budget.**
- **Responsibilities for some of the Government's most important and sensitive programs.**

FaCSIA Budget

Total \$47,000 million



FaCSIA Locations



- **2600 staff nation-wide**

FaCSIA's Purpose

FaCSIA's Strategic Framework clearly sets out the Department's future direction and purpose...

▶ our purpose

Improving the lives of Australians by helping to build the capacity and well-being of individuals, families and communities.



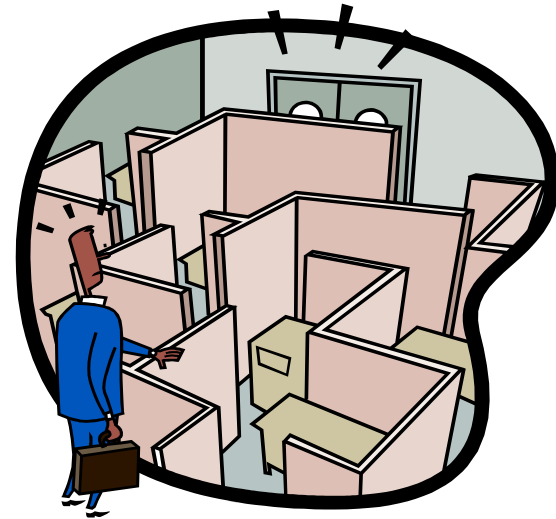
FaCSIA - Recent Developments

2006:

- **Major expansion of the Department's priorities and responsibilities**
- **Merger of the former FaCS with OIPC – '*One FaCSIA*'**
- **Appointment of 3 new Ministers to the portfolio**
- **Launch of the Strategic Framework**
- **Renewed focus on measurable results & performance**

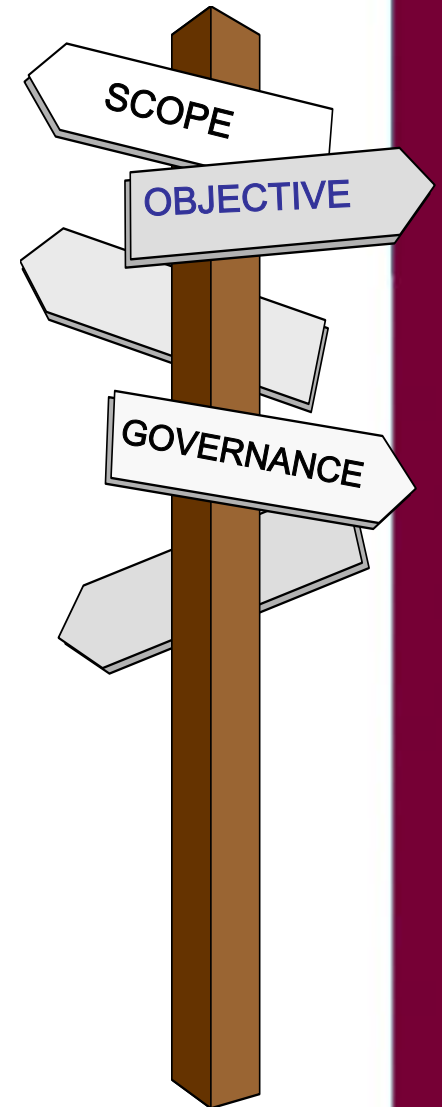
Strategic Framework: Core Business Processes

- **Policy Development and Advice**
- **Program Design and Implementation**
- **Managing Stakeholder Engagement**
- **Issues Management**
- **Governance and Resource Management**
- **Whole of Government Participation and Leadership**



Project Management's Role in FaCSIA's Strategic Framework

- **Project Management – substantial role!**
- **2001 - Project Management adopted as 'better practice'**
 - **Establishment of PM Framework – PMBOK®**
- **2003 - Establishment of Project Management Integration Office**
- **2006 - Project Management part of Corporate Strategy**

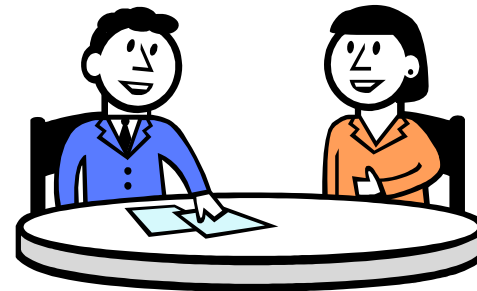


The Role of Project Management

- To ***support:***
project teams through the provision of advice, mentoring and in-house project management training.
- To ***monitor and report:***
regularly on project progress and performance to Senior Executives.

Project Support Functions

- **Specialist advice to Department**
- **Account Management**
- **In-house project management training**
- **Project Management Framework and templates**
- **Networking**



Project Report Functions

- **Monthly reporting to Senior and Executive Management Groups**
 - **Better practice risk management**
 - **Identifies implementation barriers**
 - **Clear accountability - line-of-sight**
 - ***Asks “is project on track, on scope, on time and within budget?”***

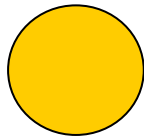


Project Reporting Functions (cont.)

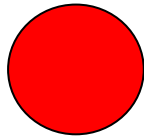
Traffic Light Assessment



Green Light



Amber Light



Red Light



Flashing Amber Light



On Hold

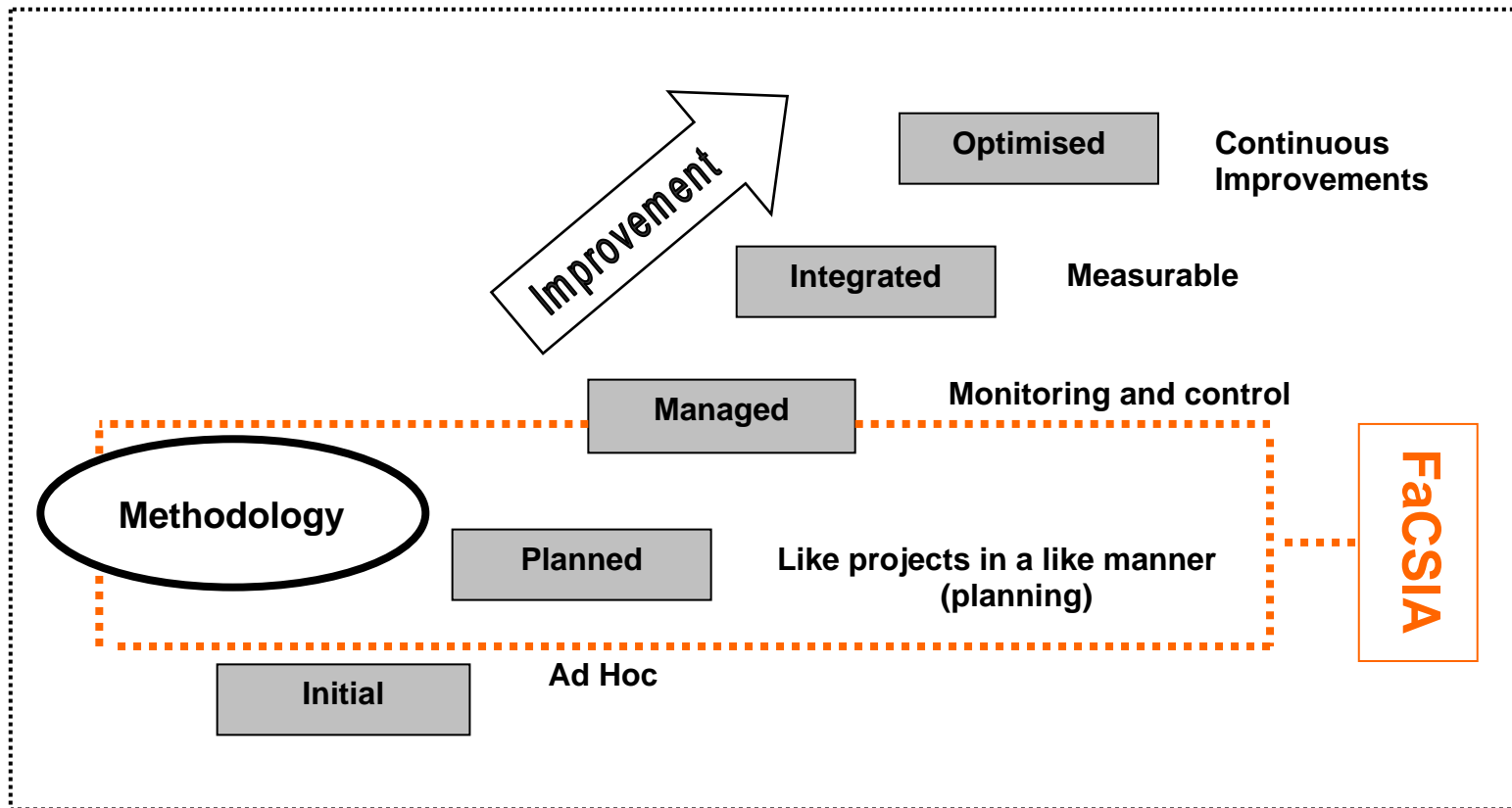
On Hold

Project Reporting Functions (cont.) CIU Reporting

- **Since 2004, quarterly reporting to the Cabinet Implementation Unit (CIU), Department of Prime Minister and Cabinet**
 - **to ensure implementation issues and successes are identified, analysed and documented**
 - **to provide mechanism for follow-up and monitoring**
 - **to promote effective implementation**

From Management to Integration

Project Management Maturity



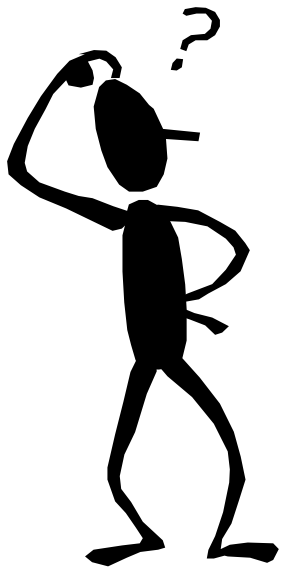
Considering Future Directions

- **‘Making Implementation Matter’ – Some Key Challenges**
 - Is planning for implementation led by skilled and experienced personnel?
 - Do systems and processes support consistent approaches to planning across the agency, with supporting corporate tools and supports?
 - What processes are in place for monitoring the status, risks, costs and benefits of implementation activity across the agency?



Considering Future Directions (cont.)

- **‘Making Implementation Matter’ – Some Key Challenges**



- **Does the agency foster an environment where mistakes can be admitted?**
- **How are lessons of what went wrong and why fed into agency-wide knowledge for the benefit of future initiatives?**
- **What process applies across the agency to ensure that implementation issues are considered and agreed when policy initiatives are being discussed?**

Developments Underway

- **Business Process Re-engineering (BPR):**
 - **Improved centralisation, specialisation and governance in Department's structure**
 - **Greater role clarity and responsibilities for Program and Project Managers and Officers**
 - **Improved consistency in guidelines, templates, policies and procedures**
 - **Maximisation of business support areas**
 - **Improved rigour in establishing new programs**

Developments Underway (cont.)

- **Establishment of Program Operations Group (POG):**
 - **Management of how FaCSIA does business with external organisations managing community-based programs**
 - **Standardisation for diverse initiatives**
 - **Reinforcing risk and project management approaches**

Emerging Opportunities

- **Department-wide Benefits Planning and Management**
- **Pre-implementation project planning (proposals, business cases)**
- **Monitoring new Strategic Review Frameworks, eg. Gateway Review Processes**
- **Inclusion of 'whole-of-government'/cross-agency project assistance**
- **Inclusion of Project Logic at Project 'Start-up'/'Planning' phase**
- **Systematically capturing and reporting lessons learned**

Concluding Remarks

- **Project Management:**
 - **Part of Corporate Governance and Accountability**
 - **Through supporting better practice processes:**
 - **Centralised, formal and regular reporting to the Executive**
 - **Support to Project Managers and teams**
 - **Project Management Methodology and Framework**
 - **Equipped to meet emerging challenges, changing environments**

Questions?