

**Managing a multi-stream, multi-functional project or programme?  
That is the question!**

**Julie Goff**

# Agenda

- Introduction
- Background
- Analysis
- Conclusion
- Questions

# Introduction - The Project

- Make the financial institution compliant with the requirements of the new Anti-money laundering and counter-terrorism financing act 2006 (AML-CTF)
- The stakeholders
  - The financial institution
  - CataultBI
  - Julie Goff
  - AUSTRAC - the regulators
- The financial institution recognised a need to employ a project manager to get this project up and running to ensure compliance with the new legislation.

# Background - The Act

- Covers;
  - All financial institutions, (banks, credit unions, money remitters)
  - solicitors, accountants, real estate agents, jewellers, bullion dealers,
  - almost every business that deals in negotiable financial instruments, especially cash
- Risk based approach

# Introduction - Julie Goff

- Project manager for more years than I care to mention in public
- MBA from UQ
- AIPM - Master project director
- Prince2 qualified
- Mainly IT projects
- Worked on other legislation related projects
- Now working for CatapultBI

# Introduction - CatapultBI

- Specialising in business intelligence and data warehousing
- Qld based; Est. 2004; 40 staff and growing
- Customer base – larger corporations & Government
- We utilise own;
  - Project management processes
  - DWH methodologies drawn from (100's of) years of lessons learned

# Compulsory Joke!

Arguably one of the first data warehouses was created in 1086 by William the Conqueror - The Domesday book contained records for 13,418 settlements in the English counties south of the rivers Ribble and Tee, with hundreds of years of experience perhaps CatapultBI was involved?



# Background - Why CatapultBI?

- The AML-CTF Act required a transaction monitoring system.
- Best place was in the data warehouse.
- By using the data warehouse the cost of the population of the customer and transaction data into the data warehouse could provide future benefits in terms of re-use for sales and marketing purposes.
- Use CatapultBI because of data warehouse expertise

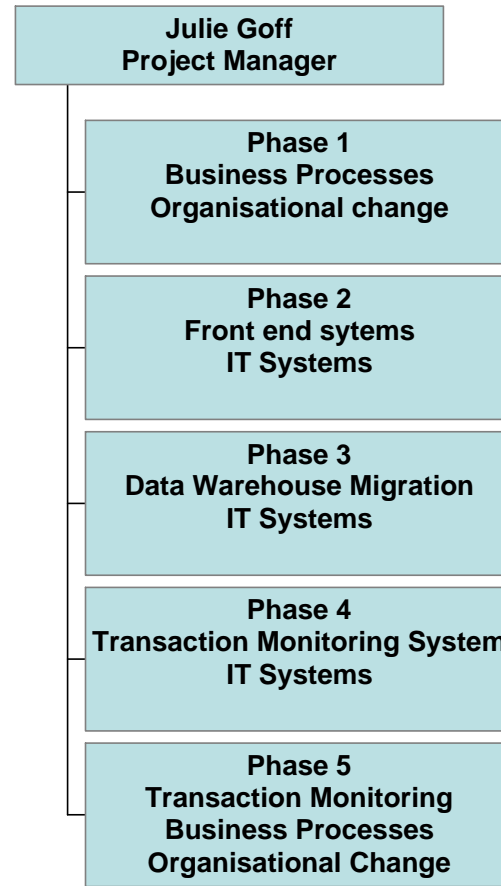
# Background - What next?

- Scoping
  - Workshops
  - Business cases
  - Stage plans

ID	Task Name	Start	Finish	Q3 07		Q4 07			Q1 08			Q2 08			Q3 08			Q4 08			Q1 09			Q2 09			Q3 09			Q4 09			Q1 10	
				Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
1	Phase 1 – updated and new policies and procedures	1/08/2007	11/03/2009	[Blue bar spanning from Aug 07 to Mar 09]																														
2	Phase 2 – compliant front end IT systems to capture new data and implement new customer identification procedures	1/02/2008	11/03/2009	[Blue bar spanning from Mar 08 to Mar 09]																														
3	Phase 3 – data warehouse populated with AML/CTF transaction and customer data	1/02/2008	27/02/2009	[Blue bar spanning from Mar 08 to Mar 09]																														
4	Phase 4 – implement new transaction monitoring system	1/02/2008	11/03/2010	[Blue bar spanning from Mar 08 to Mar 10]																														
5	Phase 5 – policies and procedures for managing transaction monitoring	1/09/2008	11/03/2010	[Blue bar spanning from Sep 08 to Mar 10]																														



# Project Structure



# Original Findings

- The original finding was this was a programme because there were;
  - Financial benefits
  - Common organizational goal
  - Project and non-project work
  - Shared resources
  - The need for co-ordinated programme management across both internal and external areas

# Further Analysis

Well as far as Prince2 is concerned yes.

Why?

Because it has more than one product and Prince2 only permits one final product (deliverable) from a project.

As far as PMBoK is concerned also yes.

Why?

Because they are related projects, that is, not a portfolio of projects.

# Need further convincing?

- Scope

- According to PMI, a programme has a wide scope, whereas a project has a narrow scope limited to delivering its product

- Success

- Deliver the product on time within budget and scope and a project is a success, but
- A programme is only successful if the ROI, benefit delivery or new capabilities have been achieved

# AML-CTF project or programme?

- Scope - Multiple products or deliverables
  - Many new and updated policies and procedures covering all business areas of the organisation
  - Changed and new IT systems
  - New AML-CTF business area
- Success - Overall benefits, not just one part, being “almost” compliant doesn’t count!
  - A financial institution that is compliant with the new legislation
  - New capabilities in terms of detecting and reporting money laundering and terrorism financing
  - Potential “spin off” benefits in terms of data re-use for sales and marketing

## Is the structure right?

Well not really.

Phase 1 & phase 5 are both business process re-engineering work - separated only by time.

It makes sense to combine these into one two phase project and re-use resources already familiar with the Act.

# Proposed Projects

- Now only 3 projects
- (Data warehouse project moved out of programme)

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				Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
1	Project 1 – process re-engineering	1/08/2007	11/03/2010	[Gantt bar: 1/08/2007 to 11/03/2010]																														
2	Phase 1 – updated and new policies and procedures	1/08/2007	11/03/2009	[Gantt bar: 1/08/2007 to 11/03/2009]																														
3	Phase 2 – policies and procedures for managing transaction monitoring	1/09/2008	11/03/2010	[Gantt bar: 1/09/2008 to 11/03/2010]																														
4	Project 2 – compliant front end IT systems to capture new data and implement new customer identification procedures	1/02/2008	11/03/2009	[Gantt bar: 1/02/2008 to 11/03/2009]																														
5	Project 3 – implement new transaction monitoring system	1/02/2008	11/03/2010	[Gantt bar: 1/02/2008 to 11/03/2010]																														

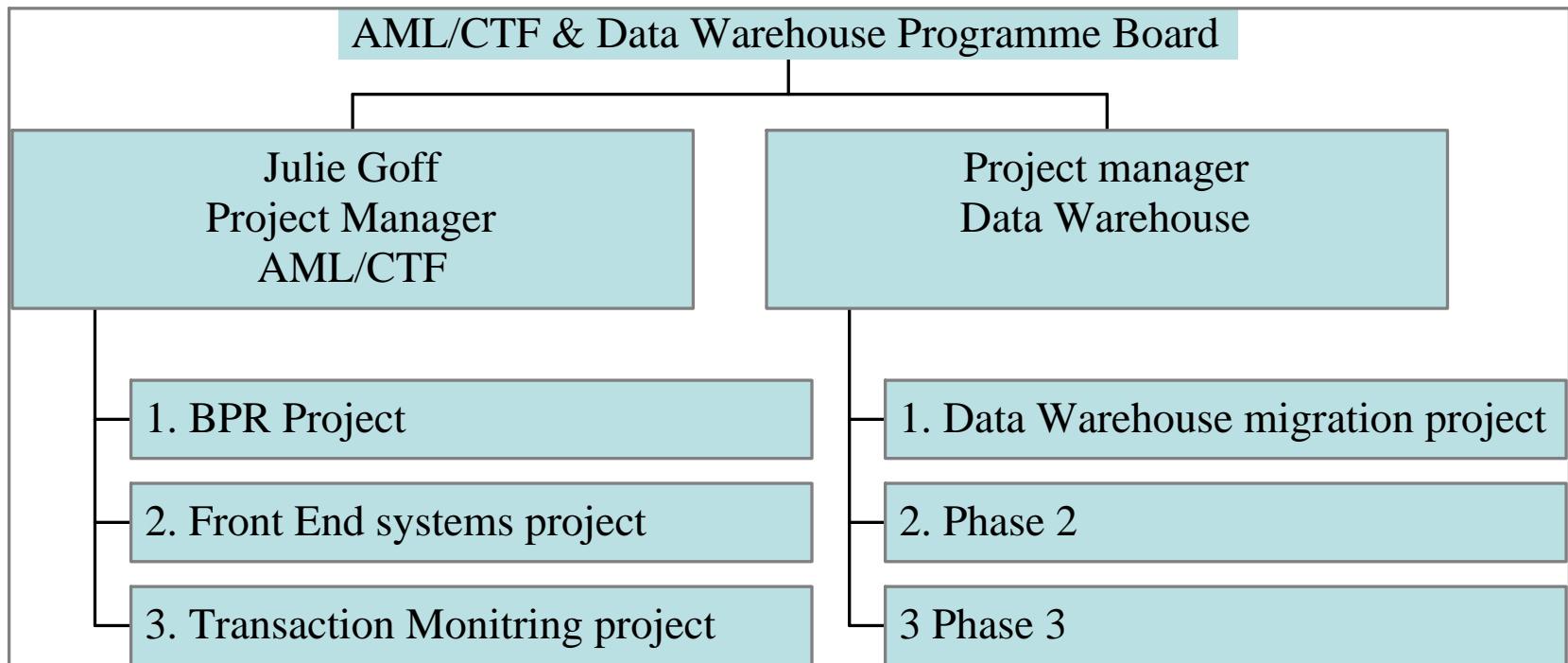
# What has changed?

- Now recognised as a programme
- Multiple project management deliverables for each project, separate plans, schedules, budgets etc
- Programme reporting implemented

# Projects or Programme - does it matter?

- Depends on;
  - Willingness to recognise and fund cost overheads of programme management
  - Do the programme benefits provide the ROI to warrant the cost overheads of programme management?
  - Level of maturity on the organisation
    - Capability for programme management
      - Do they have programme managers?
      - Do the senior managers understand what programme management is?
    - Is there a framework in place for programme management?
  - Are programmes going to common enough to warrant the organisation set up costs for ongoing programme management?

# Current Structure



Questions?