



- Good afternoon, I am Daniel Bamford, head of the Australian Taxation Office's enterprise portfolio management function.
- I have been in this role for about six months at the enterprise level and I was previously in charge of our transformation – Reinventing the ATO - program office.
- ATO Portfolio Management Branch consists of our P3M Centre of Excellence, an Enterprise Portfolio Office, a Quality Conformance and Assurance team and an IT Program of Work Office.
- Thank you for inviting me to talk about our P3M improvement journey in the context of the recommendations in last year's Learning From Failure report by Professor Shergold.
- [We think along similar lines to the theme of this symposium; well managed projects turn out better and deliver valuable business outcomes.](#) In my branch, we measure our impact by asking 'Are we doing the right projects, are they being done the right way and are we getting the right results from them'.
- In short, 'Right Projects, Right Way, Right Results'.
- And if I had to summarise the outcomes being sought by the recommendations made in the Learning From Failure report, I would use these same words with perhaps the addition to Right Way of "by the Right People".
- So I think there is a very strong alignment between the work we are doing in the ATO P3M space and the recommendations of Professor Shergold.

Outline

"If there were a single cultural predilection in the APS that I would change, it would be the unspoken belief of many that contributing to the development of government policy is a higher order function—more prestigious, more influential, more exciting—than delivering results"

Shergold, P., quoted in T Mendham 2005, 'The State of Project Management', C/O, 1 November, [online](#).

- The ATO and our P3M context



- 'Learning from Failure' recommendations in our context
 - Risk
 - Project and program management
 - Adaptability and organisational agility

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- In the ATO, we share Peter Shergold's long held view that delivering the right results is a priority for the public service
- To demonstrate this, I will start by giving a short overview of P3M in the ATO
- We know generating ideas about change is relatively easy, delivering against them is hard
- We treat projects and programs as the major vehicles for delivering change
- But the change road can be hazardous and risky
- We use portfolio management to select the right projects
- Our project methods are tailored and are the right way for projects to be delivered in the ATO
- We use value management to make sure they achieve the right results in terms of benefit realisation
- Consequently, being good at P3M is important for the ATO; it reduces the risk of failure
- I will then talk about the high level of alignment between our improvement journey and some of Peter Shergold's key recommendations in relation to:
 - Risk
 - Project and program management
 - Adaptability and organisational agility



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About the ATO and our focus on Portfolio, Program and Project Management

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So, lets talk about the ATO and the importance of P3M

The ATO – a delivery agency



First, policy is only as good as the manner in which it is implemented. A policy cannot be elegant if its execution is poorly communicated, ineptly administered or inadequately evaluated. The proof of the pudding is in the eating.

Peter Shergold AC – Learning from Failure; APSC 2016 p4



- Tax
- GST
- Excise



- Superannuation



- Business Registration
- ACNC



- Service Delivery



- Stakeholder consultation

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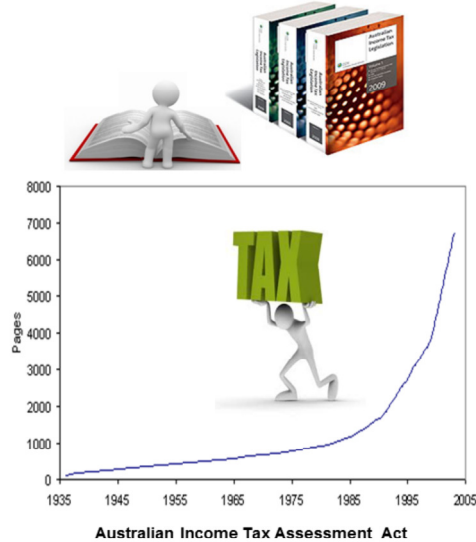


- The ATO administers the Tax and Superannuation systems. We do not make the laws.
- Above all else, the ATO is a **delivery agency**.
- We collect over \$400b in revenue and return almost \$100b in refunds
- We administer the collection of \$58b GST on behalf of the states and collect \$21m in Excise
- We are a major participant of Australia's superannuation system
- We maintain the Australian Business Register and Australian Charities and Not For Profit Commission
- Each year the ATO processes nearly 18 million tax returns for individuals, businesses and non-profit organisations.
- We handle over 10 million telephone enquiries, over 25,000 email enquiries and over 500,000 visits to Tax Office shopfronts.

- We process over 43 million forms a year
 - We have 87 million visits to www.ato.gov.au and over 3 million people lodge their tax returns via myTax.
 - We undertake extensive and continuous consultation with our stakeholders
-
- We deal in large numbers.
 - We employ 18,000 people to achieve this. However, most would generally not regard working on projects to be their primary task.

 - But our desire to deliver for the Government and improve services and experience for our clients and staff means we need to be continually reinventing the ATO.
 - And it is this constant stream of change and wanting to improve its delivery that has driven our project management journey and more recently directed us towards program and portfolio management as well

Project drivers in the ATO



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Changing

- Law
- Administration
- Risk - taxpayer behaviour

- What drives this change; where does our need to do projects come from
- When the first Commonwealth Income Tax Assessment Act was written during the First World War, it was 38 pages and the (then) Secretary of the Attorney General's Department, Robert Garran, described its brevity and language as 'a thing of beauty and simplicity that would not have shamed Wordsworth or T S Eliot'. One wonders what he would think of today's monster of over 7000 pages.
- In our 100 year history, we have gone from administering one tax to 125; as well as being given responsibility for many other functions such as the Australian Business Register and supporting the Foreign Investment Review Board tracking overseas investment in property. The globalisation of business presents challenges for tax administrations across the world. As citizens are increasingly connected with technology, the demand for responsive digital services is rapidly increasing.
- This increasing complexity of tax and superannuation law drives changes to our systems, requires us to improve the efficiency of our operations, work more closely with other agencies and stakeholders, and drives changes in citizen behaviour (both good and bad).
- As I mentioned earlier, we have positioned P3 management so it is seen as the vehicle by which the ATO's strategic change agenda is delivered
- This gives us an important organisational reason for doing projects and to be good at project management – and the complementary program and portfolio management- This is further reinforced by our Commissioner's emphasis on Reinvention the ATO

Reinventing in the ATO



<https://www.ato.gov.au/about-ato/about-us/reinventing-the-ato/program-blueprint-summary/>

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- In March 2015, our Commissioner, Chris Jordan, launched our Blueprint for Reinventing the ATO.
- This is an extensive transformation agenda focusing on improved client and staff experience and changing the culture of our organisation.
- And our ability to deliver the transformation is be dependent on our P3M capability
- While we have had a long term focus on building project delivery capability, Reinventing P3M in the ATO is part of the cultural transformation from merely focusing on doing projects the right way and expanding this to consider doing the right projects and making sure we get the right results from them.
- So part of the Reinvention program is also about changing the way we think about project management. We are placing much greater emphasis on enterprise level integration using portfolio management – which positions us at the heart of strategy delivery and working closely with our corporate planning and finance functions. And in fact, as of yesterday we have been moved with our Corporate Finance Business Line.

Reinventing P3M in the ATO: Consideration of Peter Shergold's recommendations

- Risk
 - Project and program management
 - Adaptability and organisational agility
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- Most significantly, Reinventing P3M about moving from bottom-up, organisationally siloed planning to top-down, strategy led investment decision making
- It's about moving from a risk adverse to a risk engaged culture
- It's about improving the capability of people managing and governing
- And its about making the ATO more adaptable and agile in our ability to respond to and drive change



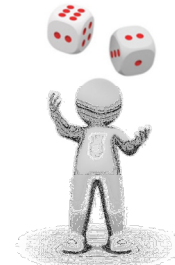
- So firstly, risk management

Not addressing risk is risky

Sixth, the effective management of risk is just as important in the public sector as in the private—perhaps more so.

- Governments need to be apprised of the strategic, financial, operational, regulatory and political risks to the implementation of major projects.
-Public servants need to indicate how risks can be mitigated or accepted, not avoided.
-Risk culture and behaviours need to be embedded across the whole department, from the departmental Secretary to the most junior regional officer. Prevention is the first line of defence.

Peter Shergold – Learning from Failure; APSC 2016 p5

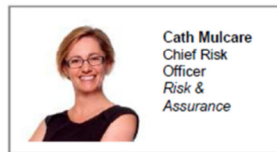


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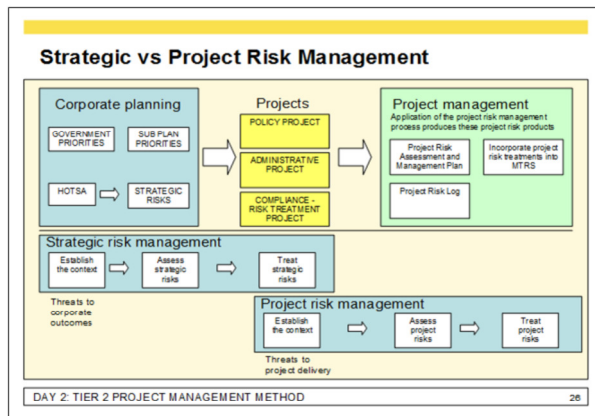
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- Peter Shergold calls out effective risk management
- The ATO is in violent agreement with him.
- We have a current focus of enterprise risk management and developing a risk engaged culture
- Until yesterday, the ATO Portfolio Management branch reports directly to a Second Commissioner (Band 3) who leads a Risk and Assurance Group
- So, we very much agree with the sentiment regarding creating and embedding a risk engaged culture
- For us its about making sure the right things happen as opposed to worrying about the risk of the wrongs thing occurring even though we actively control and mitigate
- Its also about getting ATO staff to embrace their accountabilities and take action in the context of a risk engaged culture

Chief Risk Officer



C.10 Departments and major agencies should appoint a Chief Risk Officer, at a senior executive level, who will be responsible for embedding a strong risk culture and behaviours across all levels of the organisation.



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- We can't claim that it was directly in response to the report, but we have indeed appointed a Band 2 Chief Risk Officer
- For a long time, we have made the connection that Professor Shergold calls out in the relationship between projects mitigating corporate strategic risks and projects in turn giving rise to risks of their own which need to be managed....its just a question of how you manage them.



Improving P3M

- And it is the increased risk associated with transformational change which gives rise to the need for disciplined P3M practice
- So lets talk about some of the work we are doing to reduce the risk associated with undertaking change through improved P3M capability

Project and Program Management

Seventh, as the public service fully commits itself to measuring results by outcomes, program management needs to be accorded far greater professional status.

-Too often in the APS, policy advice is accorded significantly greater status than program delivery.
-Project and program managers need to be recognised as a community of practice in the public service, with attributes as important as those who possess legal, accounting, medical or veterinary skills.
-Capability needs to be progressively enhanced across the APS in a systematic fashion.
-Today the focus is far more heavily on performance-based outcomes. Results matter. New professional skills are required.

Peter Shergold – Learning from Failure; APSC 2016 p6

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- We would like to think that Professor Shergold has echoed our focus on the importance of outcomes; ie getting the right results
- As a delivery agency, like Professor Shergold, we place a very high importance on the successful delivery of change
- For us, our focus is to pursue success, manage risk appropriately and overcome the threat risk aversion that can reduce our organisational agility
- It's a difficult line to walk
- We believe that governance and management skills should be valued, developed and deployed cognisant to the risk and complexity of the change being managed; we should use our most professional and experienced people on the most complex and risky projects and programs.

Project and Program Management Recommendations

Professionalism



D.13 The APSC should work with industry associations to develop **standards of proficiency for public sector project and program managers**, with agencies committing to support these staff through career development opportunities, continued education and participation in professional communities of practice.

Professional Support



D.15 The APS should establish a **'tiger team' capacity** by which service wide expertise can be harnessed to assist Senior Responsible Officers in the management of high risk, large-scale projects.

Governance and Leadership



D.14 For all projects and programs, there needs to be a **clear understanding about who accepts end-to-end responsibility for managing implementation, wields delegated authority and where accountability resides**.



D.16 Whilst acknowledging that different departments have different workforce needs, Senior Executive Service selection criteria should place **greater emphasis on program leadership** when considering a candidate's demonstrated breadth of experience.

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- Professor Shergold made four recommendations in relation to project and program management
- I have labelled them Professionalism, Professional Support and Governance and Leadership.
- And would like to briefly explore each of these recommendations from the ATO perspective,
- I recognise that some of the recommendations are focussed on a whole of APS level; however, I think that there are definitely elements that individual agencies can enact
- As I will discuss, we believe that the Better Management of projects results from high standards of professionalism, professional support and governance and leadership because they reduce the risk of failure. And Better Projects are those that are successful in smoothly delivering organisational value.

Professionalism



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- We recognise P3M as an organisational capability
- We are highly engaged in the APS P3M Community of Practice that was established as a result of this recommendation
- As a large agency, we welcome the opportunity to share what we have developed with smaller agencies who may not have the level of resources we have in this field
- We probably have a difference of opinion in relation to industry associations and professional certifications, but we definitely think organisations need to develop capability so they can match skills with the risk and complexity being managed
- Our capability development framework and plan has this goal
- Its about how we can deal with the need for 'subject matter specialists' to be one-off project managers and sponsors if required while being supported by project management professionals

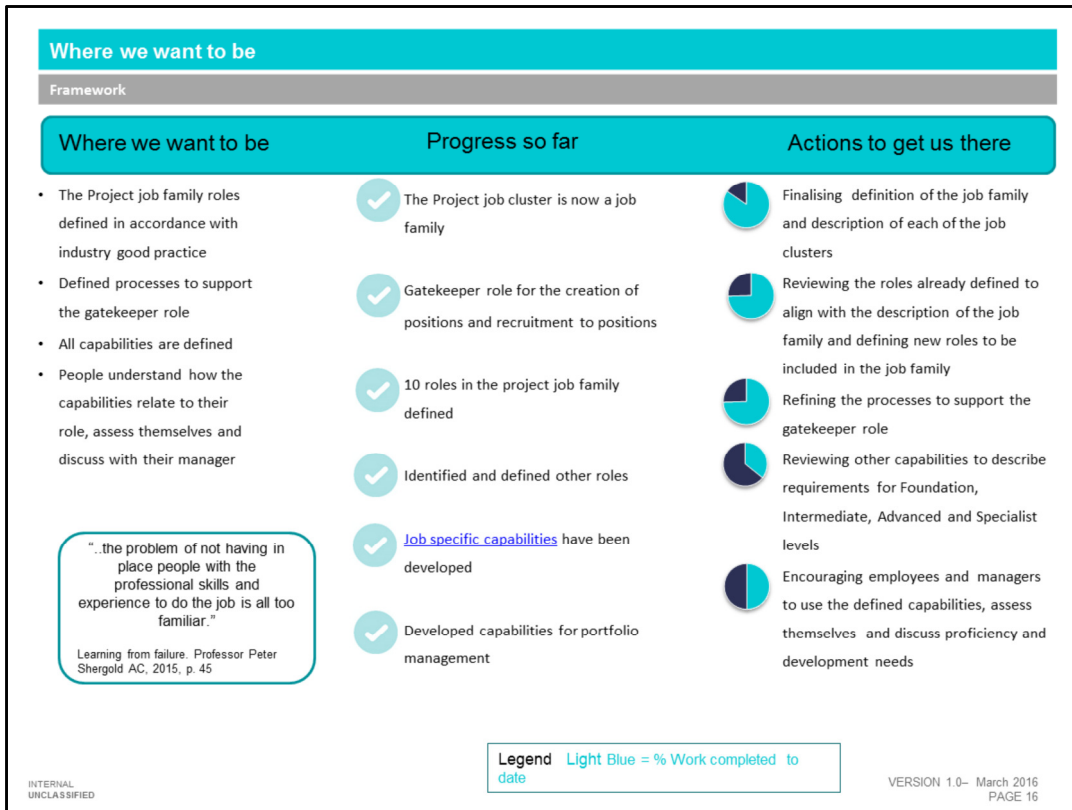
Key elements to the capability framework and plan

Capability is the combined result of several connected and interdependent key elements

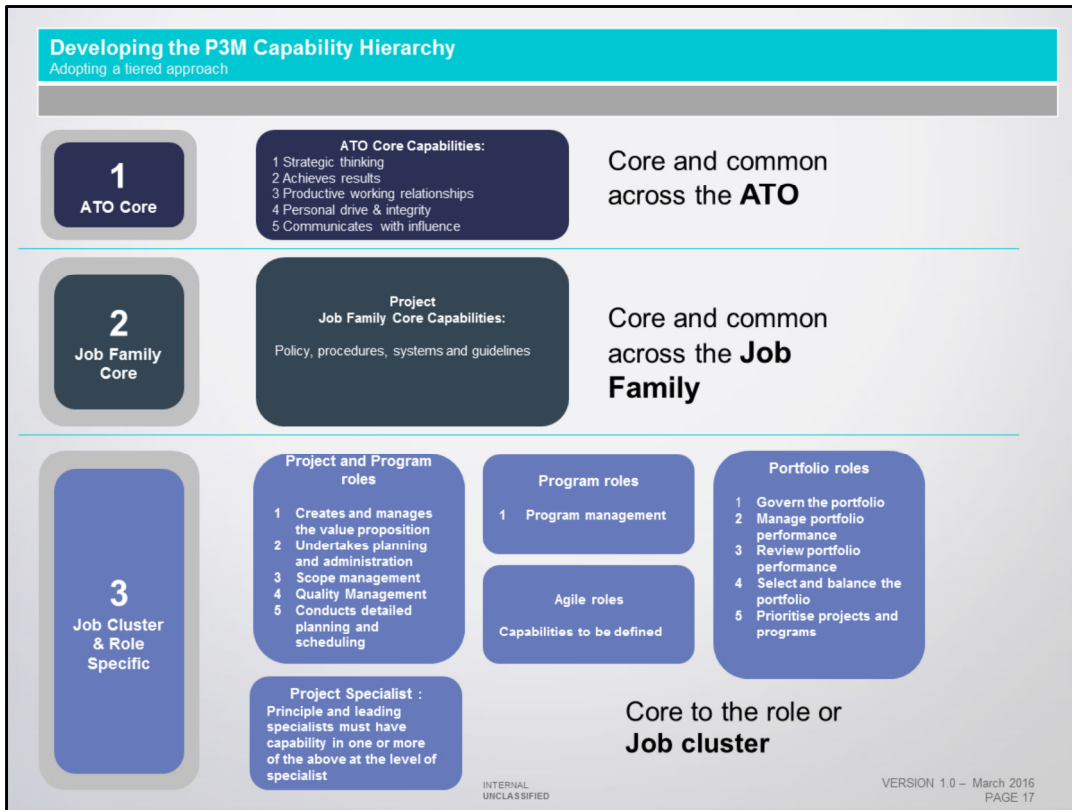
Framework	recognises P3M as a profession and a critical capability to drive the organisation's key initiatives to success. It aims to create the right environment to develop the capability and support business with clear information describing the capabilities required for this work and provide a common building block for all human resource activities involved in the delivery of change. This includes identifying, recruiting, developing and retaining the people with appropriate skills and experience needed to deliver the ATO's portfolio of change.
Organisation	need to have an appropriate structure, mix of people, balance of capabilities and competencies to manage the change portfolio and achieve the organisation's strategic objectives
Learning and Development	is used to invest in the development of employees and enhance their capability, capacity and confidence for challenges and opportunities, enabling them to deliver success. Provides multiple options for learning including formal, social and work based opportunities to create the blend required to optimise learning and empower individuals to take control of their own development.
Resources	provide the necessary tools for capability development including access to people, libraries and information services, training facilities and infrastructure that support training
Roles	responsibilities at all levels need to be clear so that planning, application, reporting, input and evaluation all assist and enable skills enhancement

"The APS needs to build a stronger cohort of skilled and experienced program and project managers rather than relying on the 'accidental' practitioners... Some experts already work in the APS but their experience and qualifications are still not sufficiently recognised and their professional status and career development rarely receive the attention they deserve." Learning from failure, Professor Peter Shergold AC, 2015, p. vii

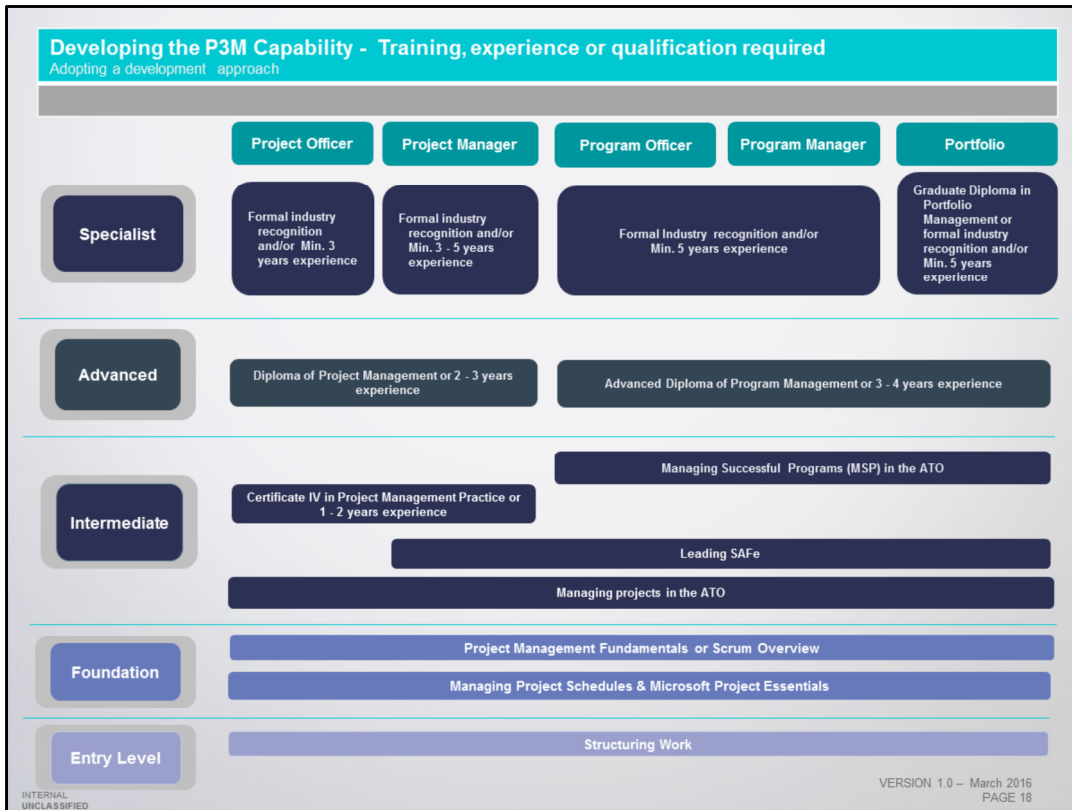
- I do not intend to present the plan in detail but simply give you a flavour of its contents
- You will note that we had the report in mind as we developed the plan early last year



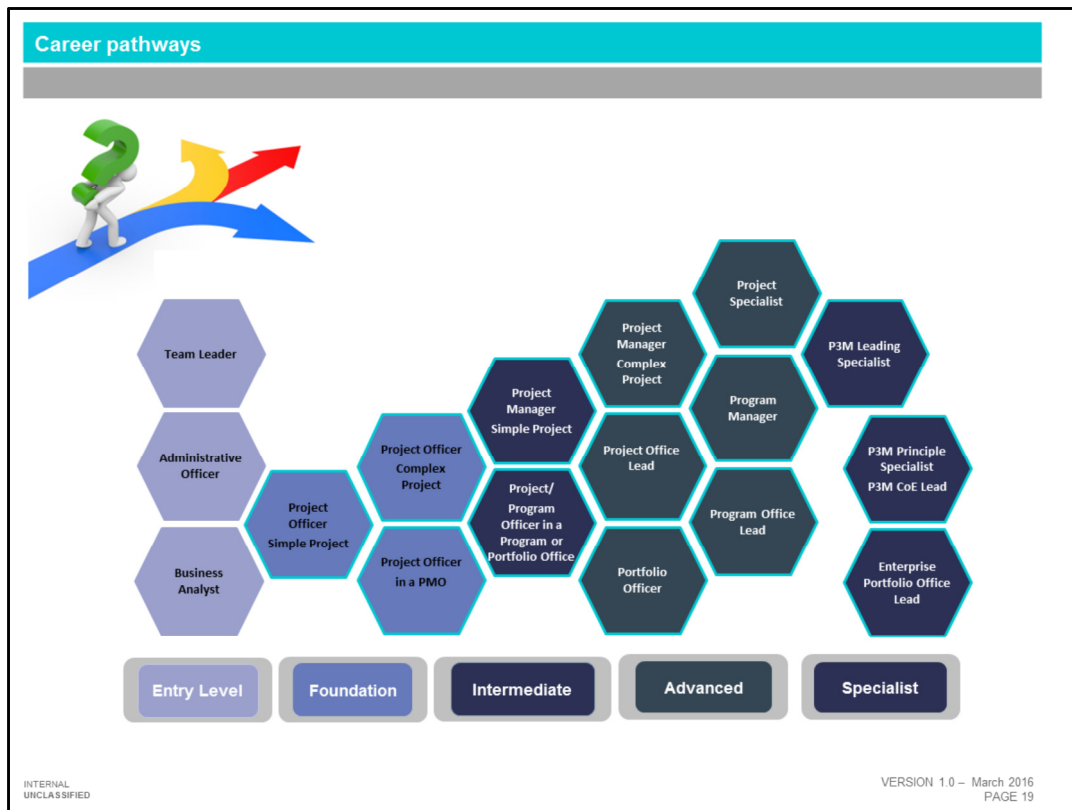
- For each of the areas on the previous slide, we are measuring our progress



- We have project management as a Job Family which covers the range of P3 Job Clusters



- We have defined the roles and/or experience required for each capability level by role



- And finally, we have mapped out potential career paths to build capability
- And I would like to make the point that all of the roles add up to the capability requirements that we need.
- I have literally seen a project go bad when the admin officer is on leave for while.

Professional Support



D.15 The APS should establish a **'tiger team' capacity** by which service wide expertise can be harnessed to assist Senior Responsible Officers in the management of high risk, large-scale projects.



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- While this recommendation again has a whole of APS flavour, we believe that at its core is the notion that professional support should be available
- In addition to our standard 'help desk' level of support from our P3M Centre of Excellence, we are also developing a consultancy service

Consultancy intent and scope



To provide independent help and support to programs and projects when they need it, and to continuously improve program and project management in the ATO

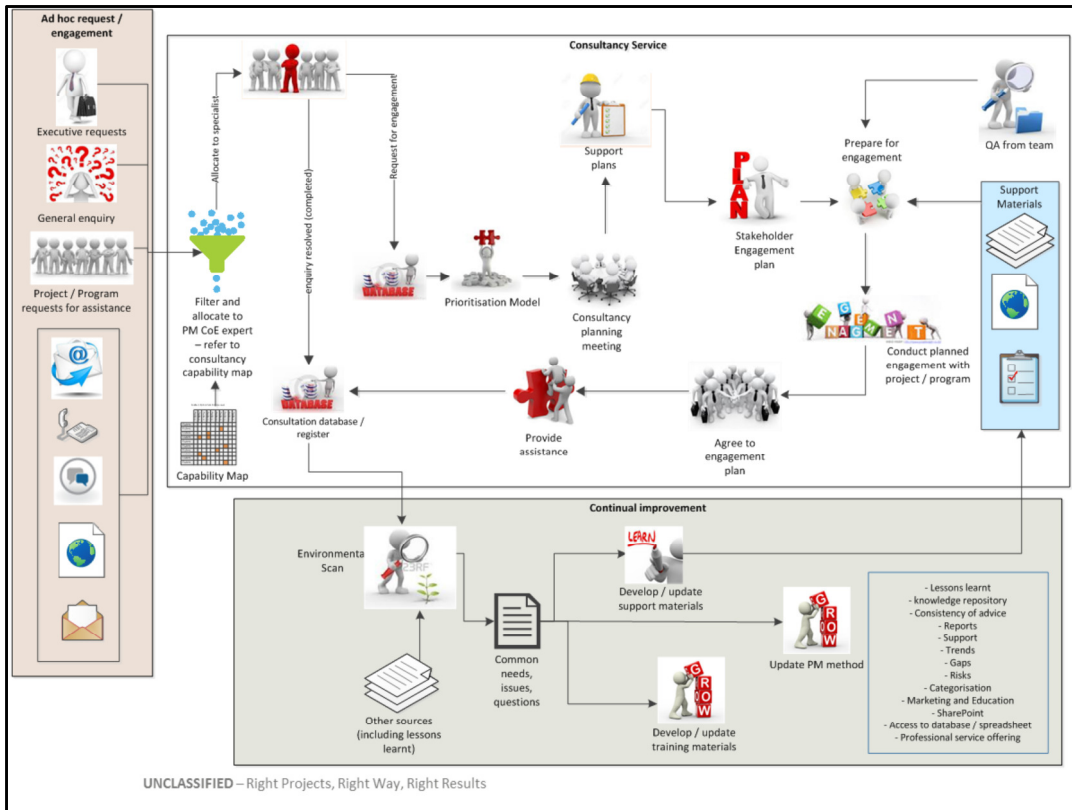
We will actively:

- Assist Program and Project Sponsors and Managers to effectively apply the ATO Program and Project Methods and Frameworks to 'stand things up'
- Assist Program and Project Sponsors and Managers to effectively manage the change and realise the benefits associated with programs and projects
- Assist to build portfolio, program and project management capability across the ATO
- Facilitate working relationships with other areas in the ATO who can provide specialised expertise
- Survey the ATO landscape and identify emerging trends in areas such as project and program management and capability, so the ATO is prepared for the future

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- Again, this has the aim of recognising that no matter how desirable it would be, that not every high profile project can be managed by experienced people.
- However, the right levels of support can be made available through the consultancy service



- This is the draft engagement model we are developing

Governance and Leadership



D.14 For all projects and programs, there needs to be a clear understanding about who accepts end-to-end responsibility for managing implementation, wields delegated authority and where accountability resides.



D.16 Whilst acknowledging that different departments have different workforce needs, Senior Executive Service selection criteria should place greater emphasis on program leadership when considering a candidate's demonstrated breadth of experience.

Project Manager

- Tools
- Templates

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- Although not our core business, we have been doing projects for a long time.
- What we would recognise as disciplined project management started in the Tax Office with IT projects in the early 90s.
- In the late 90s, tried to embed PM practices into the wider ATO
 - Despite having a tailored, world class methodology produced for us by a blue chip consulting company, we were not successful
 - At the time, our approach concentrated on tools and templates for project managers
 - Although an extensive guide was developed, no training was provided and we did not achieve any cultural change
 - Projects were to be avoided rather than embraced
- Early 2000
 - Tried introducing simplified cut down templates and eliminated the detailed guide.
 - Still no training was provided.
 - Again this was not successful, the new method being too simple for more complex projects and not put into context and still too complicated for simpler projects and inexperienced project managers
- So, up until a few years ago, we had not been very effective in widely implementing project management. In 2004/05 – looked seriously at improving our capability and priority was given to this in our corporate plan and we formed a small team and set them the task of building an enterprise ATO wide capability in project management.
- Given our less than laudatory track record, what made us think things could, and would, be different this time.

Governance and Leadership



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- Firstly, we tapped into research and have remained cognisant of the fact that change is risky and may not be successful.
- In fact the vast majority of projects fail outright or are challenged on at least one performance measure - be it scope, time or cost.
- This has been remarkably constant for 20 years according to the Standish group.
- Any journey to build organisational capability needs to start with an understanding of both the causes of project failure and what are all the elements of a successful PM capability
- Based on experience in the (then) newly formed Project Management Improvement team and backed by the research, we started to stop focusing solely on project managers as being the vehicle for project success. We recognised that the two biggest contributors to successful projects were value to the organisation (ie strategic contribution) and executive championship (ie project leadership and accountability)
- We understood that pouring even more effort **only** into methods was unlikely to give us the results we were looking for unless we built the capability of the people using them..
- We realised that we needed to change the culture in the office, we needed to think more holistically about what project management was.
- So we developed this model, and have continued to use it and test our thinking as a journey has continued.

Introducing the new ATO Corporate Project Method

WHY THE NEW METHOD?

- *Every change is different* - The drivers, size, impact, complexity and risk dimensions are not the same
- The ATO needs to optimise the value achieved from project and program investments, while operating in a **complex environment** subject to a range of legislation and internal policies (e.g. PGPA Act, CEIs, Corporate Planning and budgeting processes etc.)
- The new method **builds on existing approaches** while introducing changes to support enterprise investment decision making and increased tailoring to balance project management requirements with a project profile

HOW DOES IT WORK?

The ATO Corporate Project method is scalable and flexible. The approach for every initiative can be tailored according to its profile: drivers, size, risk and complexity

Tailored Governance

- Different governance for investment and delivery
- Lower level decision making for lower risk projects
- Some discretionary Governance Gates

Tailored Assurance

- Required assurance based on complexity and risk

Tailored Management

- Fit for purpose arrangements for project management documentation

HOW WILL IT AFFECT ME?

Governance Body:

- You can streamline the method
- You will be able to stop initiatives that no longer deliver value
- Your role may change after Gate 1

Project Sponsor:

- You will need to seek assurances before approving key project management documents
- You will present projects to governance bodies at governance gates

Project Manager:

- You will have a more tailored interaction with the method
- You will receive specific guidance in a Portfolio Work Order
- You will note that although some things have been renamed, many requirements and activities are familiar

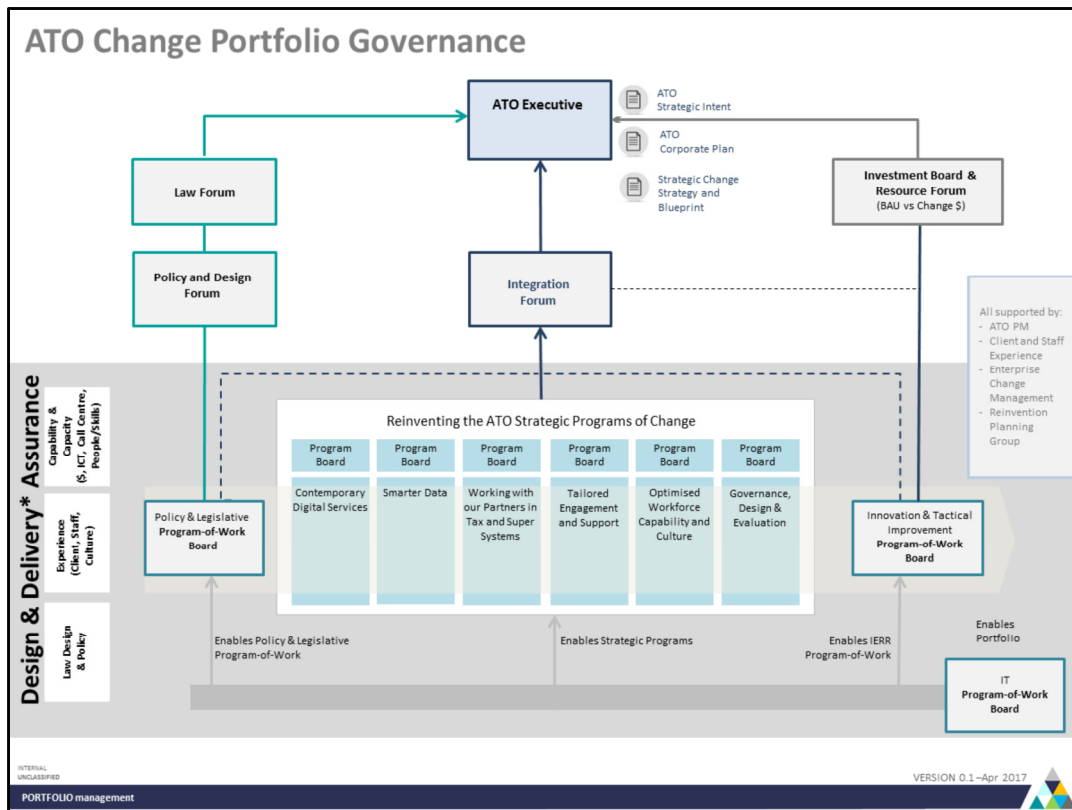
WHY IS IT GOOD?

- Reflects **contemporary practices**
- **Reduced red tape:** project documentation, requirements commensurate with risk and complexity
- **Reduced effort:** for project managers – work only on what is necessary given its circumstances
- **Improved efficiency:** Does not get escalated to wrong areas of governance
- **Better outcomes:** Governance Gates are involved in investing in the right initiatives as well as stopping work which is no longer a priority or delivering organisational value

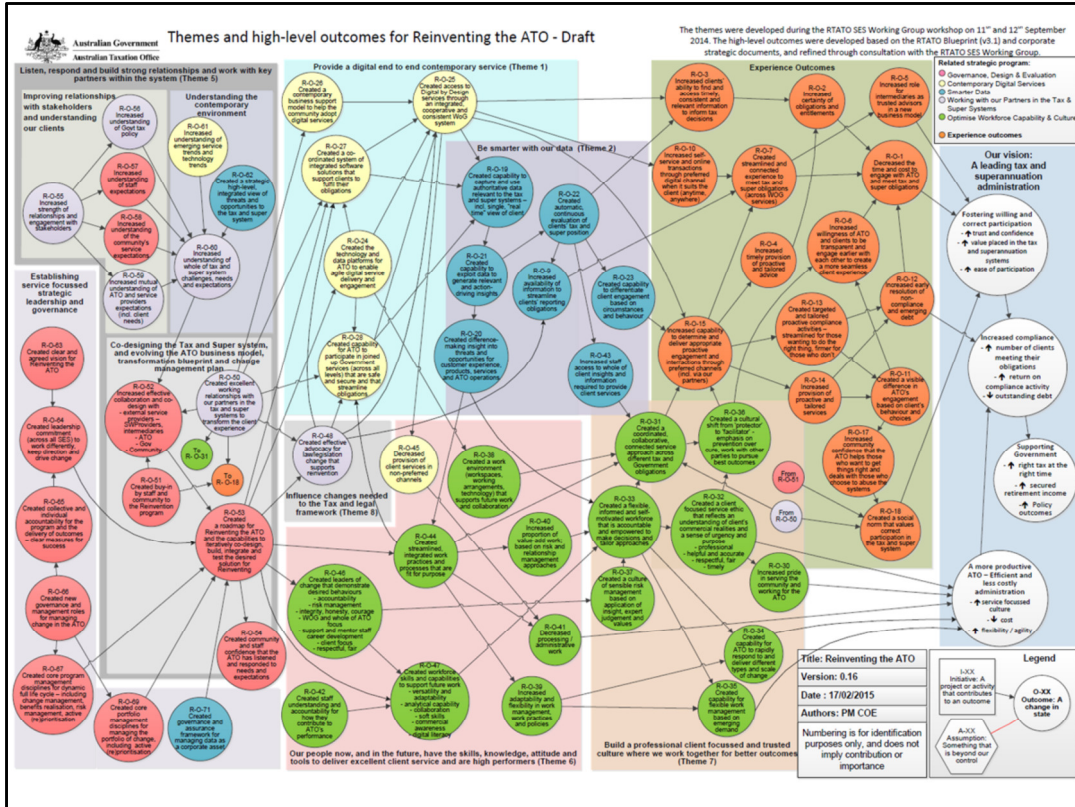


Over the last five years we have been focusing on portfolio management, investment management and value governance and creating new processes to be able to practice these in the ATO

- Last year we release a major update of our project method to better drive selection of the right projects and realisation of the right results.

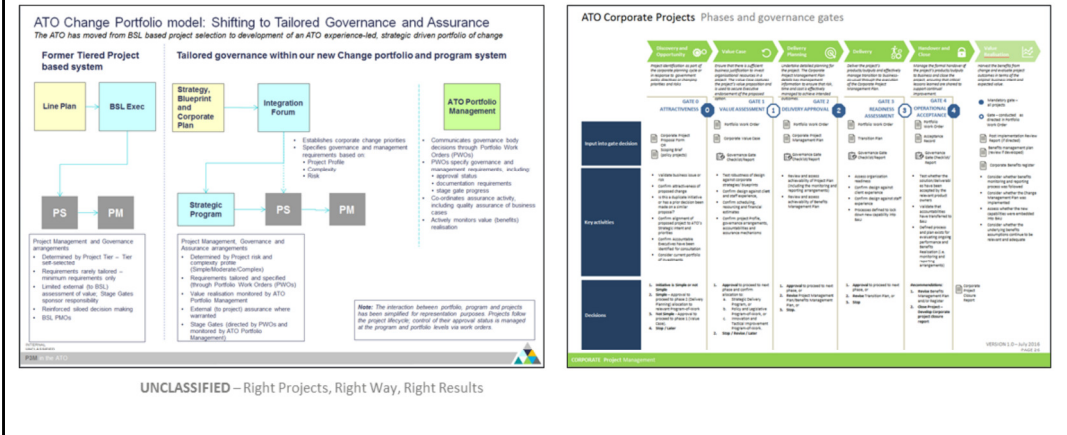


- This is the new governance model we introduced to support our reinvention program
- Its very much driven by our desire to shift to top down strategy led portfolio definition; that is, selecting the right projects
- We also placed a much greater focus on joining up projects within programs; while we had done this before it was more in the context of large projects rather than broader related work
- The tailored governance approach in our methods is given life through this model; we have a much sexier interactive version of our methods that demonstrate the shifting decision making rights between portfolio definition and portfolio delivery
- We have been operating this model for a couple of years now and as we have matured our portfolio management understanding we have identified some changes which we are working through now



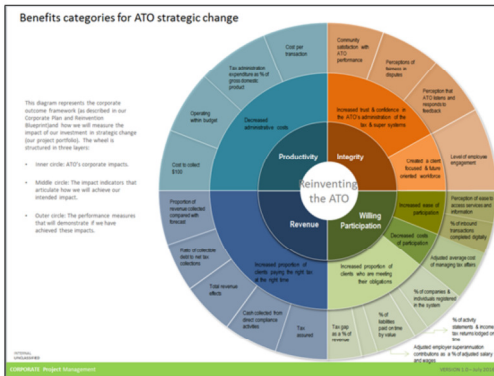
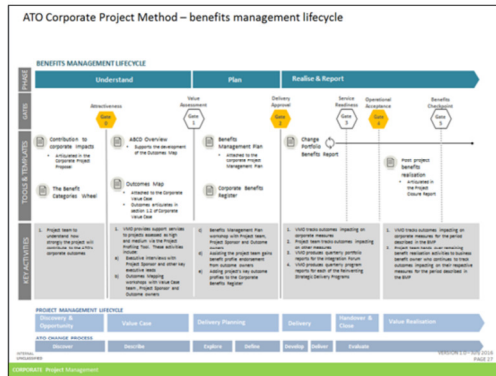
- In selecting projects, one of our core elements of value assessment is an initiative contribution to strategic outcomes
- I actually have a dedicated team who's mission is to help the organisation to understand value in our context
- We demonstrate this through outcomes mapping
- These are an integral part of the value case for all our major initiatives and tracking achievement of outcomes is the basis of our benefits realisation activity

Right projects - tailored governance and assurance



- We changed governance gating from a project sponsor activity to an independent and enterprise level investment board
- We introduced a new assurance framework so that decision makers could be confident in the information that was being placed in front of them at Governance Gates

Right results – benefits focussed



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- Whilst our old method had business cases with all the elements that you would expect to see, their overall quality was poor. They were written knowing they would be approved whatever was in them.
- There was no way of connecting project management with organisational strategy
- We ask people to talk about ‘strategic alignment and contribution’ in the business case, but its often scantily addressed
- The new Governance processes mitigate this because we realised to be successful, we needed to move beyond thinking about how to do individual projects and to start asking better questions as to why we are doing projects
- We no longer think that project sponsorship is just about governing the project, but rather its about showing the project’s contribution to corporate strategy and making sure that value is realised. We evaluate value cases based on strategic contributions using our benefits wheel in our Connected Benefits Framework.
- In fact, we are no longer talking about Sponsors but rather Senior Accountable Officers.



Adaptability and organisational agility

- Lastly I would like to talk about the reviews observations and recommendations around what I have grouped as adaptability and organisational agility

Adaptability and Organisational Agility

Eighth, good governance increasingly depends on collaboration across sectors.

- The private and community sectors are now central to the construction of public infrastructure and delivery of public programs.
- Public servants need to facilitate the engagement of business leaders, not-for-profit CEOs and senior academics in the design of major projects.
- They should be seen as partners rather than as stakeholders.

Tenth, an adaptive government can respond rapidly to changing circumstances without taking unnecessary (and unforeseen) risks.

- There are benefits to experimentation: often it is more sensible to test out ideas on a small scale rather than across the whole nation.
- More attention should be given to using trial or demonstration sites to begin implementation expeditiously, trialling different delivery options and learning by doing. Success can be demonstrated early. Failure can be addressed fast.



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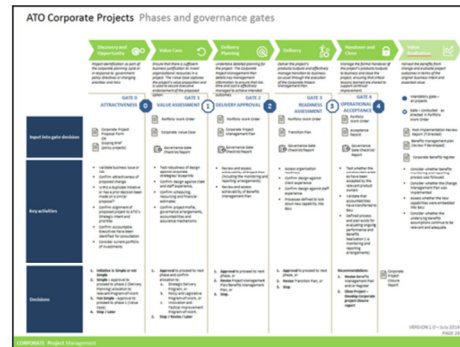
- In the ATO, our service and delivery ethos are at the core of our Reinvention Program
- Although a significant player, we realise we do not own the tax and super systems
- Indeed, many Australians choose not to interact directly with the ATO but manage their tax affairs through agents
- In an increasingly digital world, software developers play a significant role through accounting software or the practice management packages agents use to run their businesses
- Our Reinvention treats all these participants as partners in the system, just as Professor Shergold observes they should be
- And in this increasingly digital world, citizens and partners are demanding faster change and we need to be organisationally agile to respond to their expectations

Adaptability and Organisational Agility

Embracing adaptive government

F.23 The default position that new policies proceed straight to large-scale roll-out should be reversed and instead new policy proposals should include a trial or demonstration stage, allowing new approaches to be developed fast and evaluated early.

F.24 Staged decision-making for large projects should incorporate the allocation of seed funding to agencies to develop a business case and proof-of-concept, which can be tested before the project moves to a further stage



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- On a whole of government level the Digital Transformation Agency has been established to support this shift to adaptive government
- The Digital Service Standard is promoting a shift to user centered design and engagement, prototyping and incremental releases of services and products
- These can be challenging concepts for an organisation that largely operates to laws based on financial years
- I have a team in my branch whose role is to promote and drive adoption of the digital standard
- We are also closely engaged in work to build organisational agility, moving beyond agile delivery in software development to a wider adoption of lean practices across the organisation.
- Our Corporate Project Management Methods are very much about staged decision making. Projects are only approved to progress to a defined gate.
- We are very conscious that project management can be seen as red tape and slowing things down, so we work hard on achieve the right balance between documentation and review to mitigate risk and getting the change done
- We have already established a Data and Analytics R&D lab and are presently setting up a Technology Innovation Lab in Sydney.
- Like most organisation, we are moving rapidly to cloud services to improve development cycle times
- Our P3 approach and how we are evolving it are supporting these new capabilities

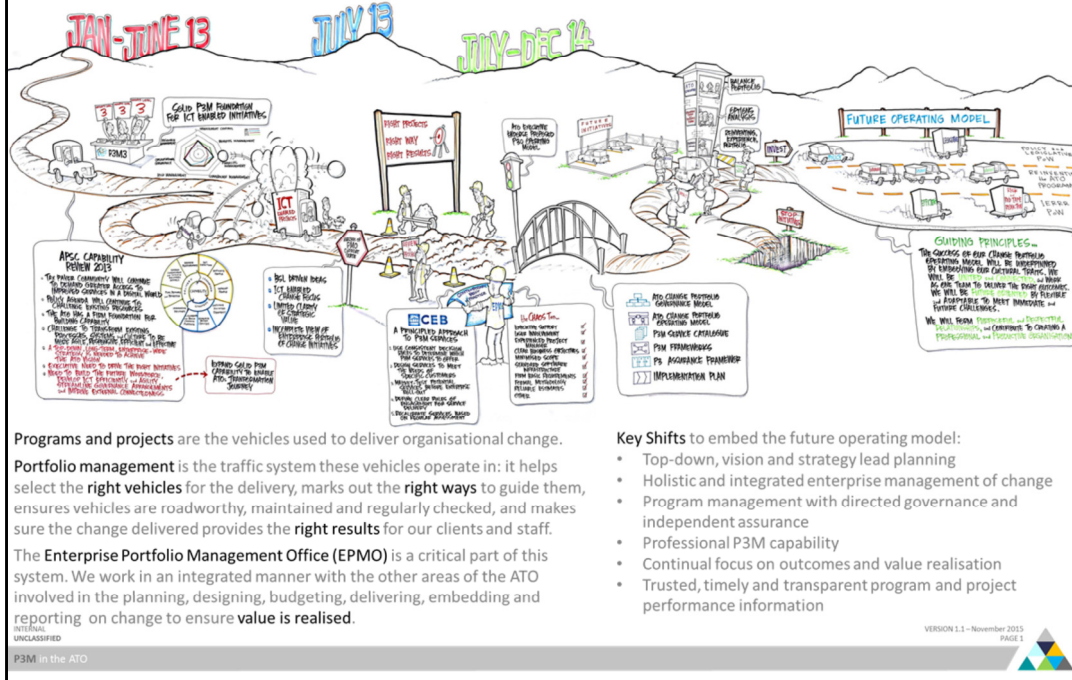


Conclusion

I will conclude this talk with some final observations of my own

Be patient – enterprise change can be a long journey

The road to a contemporary change portfolio management system for the ATO
 Our journey towards the enterprise management of change – selecting the right projects (and programs), doing them the right way and ensuring they deliver the right results



Programs and projects are the vehicles used to deliver organisational change.

Portfolio management is the traffic system these vehicles operate in: it helps select the **right vehicles** for the delivery, marks out the **right ways** to guide them, ensures vehicles are roadworthy, maintained and regularly checked, and makes sure the change delivered provides the **right results** for our clients and staff.

The Enterprise Portfolio Management Office (EPMO) is a critical part of this system. We work in an integrated manner with the other areas of the ATO involved in the planning, designing, budgeting, delivering, embedding and reporting on change to ensure **value is realised**.

Key Shifts to embed the future operating model:

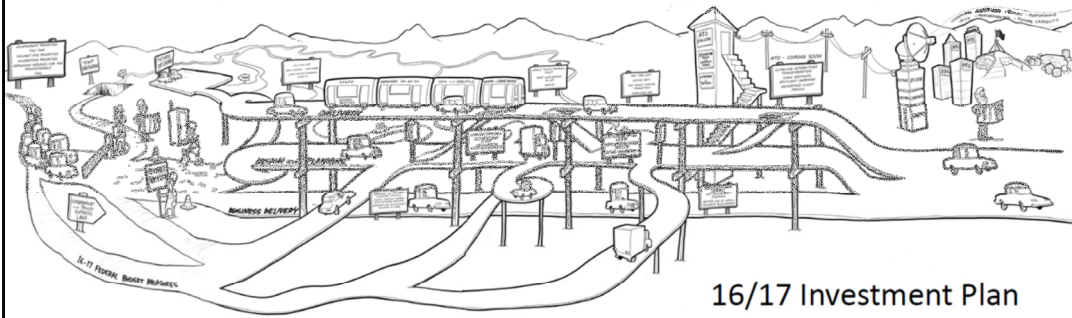
- Top-down, vision and strategy lead planning
- Holistic and integrated enterprise management of change
- Program management with directed governance and independent assurance
- Professional P3M capability
- Continual focus on outcomes and value realisation
- Trusted, timely and transparent program and project performance information

- Firstly, enterprise change takes a long time
- We started our journey well before the release of the Learning from Failure report
- Unfortunately, the failures identified and recommendations made by Professor Shergold have been all too common across the world
- We were not driven by need to correct failures, but rather to prevent them
- These failures generally arise from good project management practice either being ignored or applied poorly
- The ATO success depends on our delivery ability, so while we are not a 'project organisation', we have recognised P3M as intrinsic to derisking delivery and focussed on it accordingly
- We have focussed equally on
- Selecting the **Right Projects** through enterprise portfolio management focused on strategic contribution, business value and delivery risk
- Doing them the **Right Way**, using disciplined but tailored project management practices which account for contemporary delivery methods such as Agile system development
- By the **Right People** with the capability commensurate with the risk and complexity of the project, not necessary project management professionals but supported, professional project management
- And our ultimate focus in on getting the Right Results through have a sound value management framework to ensure benefits realisation.

KEY LEARNINGS

- Project management is more than method and manager. It is about enterprise capability (leadership, linkage to strategy, culture and remember that your people enable it)
- There are no right and wrong method. Benchmark and research – pick one and go for it and get it right in the context of your organisation.
- Executive sponsorship and mandate is crucial
- If you focus on portfolio (value and choosing the right projects) then just about everything falls into place. This helps to deliver project management in the context of organisation imperative
- This means that strategic alignment, value, outcome and benefit becomes paramount
 - “Nothing is dumber than doing something well that you shouldn’t have done in the first place” - Drucker

.....but you can be successful!



16/17 Investment Plan

UNCLASSIFIED – Right Projects, Right Way, Right Results





Thank you

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