

# APS Review Submission

March 2019

**nem** Australasia Pty Ltd



# Leading With Confidence



- This is a particularly challenging objective. It could be interpreted internally where the SES use **nem** methodologies to shape the behaviour performance and self esteem of the diverse members of the APS whilst giving fearless advice vertically and horizontally inside the APS and to the government of the day.
- It could also be interpreted as creating an environment of excellence which is a beacon and a leading example of management and service to the wider community of Australia and internationally.
- The methodologies are distinctly different and the APS Review management group must state one, or both, and from that **nem** in concert with the Review implementers designs a number of approaches focused on:
  - a) internal expectations, behaviours and processes, constantly reviewed and changed as required;
  - b) a different set of processes for Departments whose roles is not so much operational but one of administration and direction – PM&C, Treasury, Finance, Audit, Attorney generals and the like.
- Some Departments have elements of the above role as well as operational – Human Services, Health, ATO, Home Affairs, Defence, Digital Transformation Agency and so on.

# Teaching Our Purpose



- This is a mixture of internal and external education, coursework and guidance in a concerted relationship between management, human resources and employee representatives.

- The **nem** focus on this would blend the APS Code of Conduct and a Department's role with chosen suitable Business Practices that can be implemented into the APS tailored to take note of the shareholder (Government Minister) and the stakeholders (diverse internal and external)
- **nem** does not propose that the APS adopt the narrow purpose of serving the shareholders and the often destructive competitive gladiatorial processes of the corporate world
- **nem**'s ability to do this is demonstrable in our high level interaction with Secretaries and SES officers, in our education and information exchange programme and our prescient forewarning to Departments of external forces moving too damage the Minister or the APS
- **nem** is currently contributing to the Pacific Infrastructure initiative under DFAT's remit

# Regulating With Our Role In Mind



- The APS, and in particular its enforcement agencies, are grappling with the outworking's of Royal Commissions, expanded enforcement and increasing work loads.
- The challenge is also for the APS to understand how the digital age works, not merely as software, but also in changing the nature of tradition.
- What is a monopoly and market power when the platforms use algorithms and business models that are non traditional?
- How does the APS deal with a company that gives free access to people whilst also selling services and dominating markets
- Into this reality comes national security concerns.
- The workshops that nem proposes would deal with the above and are aimed at developing the lateral thinking and awareness of the APS and a methodology to garner external assistance from the private sector.

# Focusing Effort Day-to-day



## **nem's Enhanced Management Framework (EMF)**

- An integrated management model that includes agency & whole of government processes & key practices designed to ensure that foundation activities (normal everyday business) and one off projects fully meet the needs of the agency's business functions & other policy directives they are intended to support, deliver all expected benefits, on time, on budget and within scope, and capturing unexpected activity.

**A real time data & measurement system**

## **Outcome Management**

- Outcome Management within the methodology are the agency methods, processes, tools & techniques for planning, selecting, managing & realising results & benefits.

**Project Load, Deliverables, Measurement and Finalisation Reporting**

## What outcomes are measured and managed?

- An outcome is stated to be a benefit or not. A activity undertaken to meet a government directive, operational need or to solve a problem
- Outcomes are final results & the benefits milestones are tracked via a real time system
- Outcome Management is focused on the outcomes or results side of an initiative or programme
- **nem**'s Outcome Management methodology incorporates agency project and risk management techniques and these can be refined through collaboration & what the information system tells us in terms of remedial actions prioritised.
- nem's Outcome Management is an evolving real time process where learning is applied across the Department and the APS
- Cost benefit analysis is incorporated in **nem**'s Outcome Management
- Outcome Management links to existing tools or other sources of performance indicators both human and technological (systems) within the APS

# Outcome Management versus Project Management



	Project Management	Outcome Management
<b>Focus</b>	Manage costs, inputs, schedule, resources, deliverables.	Measures & manages ongoing outcomes, benefits, results & portfolio enhancements/negatives.
<b>Deliverables</b>	Work books, charts, schedules, work plan, costs, estimates, progress reports, milestones, issues, earned value, PERT charts.	Outcomes monitoring, value cases, value assessments, Dashboard, governance reports, ongoing/end measured against Government directives.
<b>Measures of Success</b>	On-time, on-budget, delivery of system or process under risk management.	Compliance, promised results, expectations, maximised the value of agency portfolio & Ministry.
<b>Processes</b>	Project initiation, project monitoring, project fulfillment.	Human & Technological (Dashboard), compliance & remedial action.
<b>Project</b>	Is accountable to the Departmental sponsor for deliverables.  Is accountable to the Programme Manager for execution.	Facilitates the value case, ensures that the initiatives benefits are achieved through real time monitoring of tangibles & intangibles.
<b>Timeline</b>	From project planning to implementation.	Planning, implementation, results.

# Structuring for Change



Challenge	Outcome Management
<p>1. Strategic alignment with outcomes in a business driven model that can accommodate a policy driven model or both.</p>	<ul style="list-style-type: none"><li>▪ Focused on realising benefits.</li><li>▪ Identifies activities &amp; remedial actions that contribute to outcomes.</li><li>▪ Complements and extends a standard cost-benefit analysis approach to managing.</li></ul>
<p>2. Flexibility:</p> <ul style="list-style-type: none"><li>▪ To go beyond project management</li><li>▪ To utilise digital transformation</li><li>▪ That is matrixed rather than horizontal</li><li>▪ to prioritise projects &amp; portfolios.</li></ul>	<ul style="list-style-type: none"><li>▪ Can be used at the project, portfolio, programme and initiative levels.</li><li>▪ Supports complex horizontal &amp; vertical activities that require multiple stakeholders across APS jurisdictions.</li><li>▪ Provides information to make adjustments and/or prioritisations at both the portfolio &amp; initiative levels through the Dashboard.</li></ul>
<p>3. Clear accountability.</p>	<ul style="list-style-type: none"><li>▪ Comprehensive understanding by all as to how outcomes will be realised and recognised, quantified. Accountability is assigned through the Dashboard.</li></ul>
<p>4. Ongoing and end evaluations of tangibles &amp; intangibles.</p>	<ul style="list-style-type: none"><li>▪ <b>nem</b> methodology &amp; dashboard monitors outcomes &amp; indicators throughout all stages of the Outcome Management process.</li><li>▪ Provides a process for strong identification &amp; qualification of both tangible and intangible outcomes &amp; benefits. It allows a broadening of expected value.</li></ul>



# Structuring for Change



## Financial:

- Decreased cost of operations.
- Increased economic development in target locations.
- Maintained programme.
- Decreased risks.
- Decreased losses.

## Non-Financial:

- Service levels.
- Decreased time to complete a process or transaction.
- Compliance with policy, agency & APS regulations, COAG & such.
- Privacy.
- Stakeholder & client satisfaction.
- Stakeholder & client wait time.
- Environmental.
- Community quality of life & social benefits.
- Agency reputation.

# Progressively Implementing the Review



Dashboard	Key Activities nem Workshop & Processes
Define Outcome Management in Dashboard.	<ul style="list-style-type: none"> <li>▪ <b>nem</b> Methodology workshop.</li> <li>▪ ensure readiness.</li> <li>▪ define alignments &amp; risks.</li> </ul>
Develop Outcome Management Realisation Screen and Parameters Model.	<ul style="list-style-type: none"> <li>▪ Create external push/pull data.</li> <li>▪ Define milestone outcomes to be measured.</li> <li>▪ Activate Dashboard Logic Model &amp; Outcomes Map.</li> </ul>
Develop Outcome Management Realisation Plan against which everything is measured & managed.	<ul style="list-style-type: none"> <li>▪ Detail outcomes and risks to be tracked.</li> <li>▪ Identify outcome owners – accountabilities.</li> <li>▪ Establish outcome metrics and timeframes.</li> <li>▪ Define reporting process ex Dashboard.</li> </ul>
Monitor delivery & activity through approved access & modification, broadcast required actions.	<ul style="list-style-type: none"> <li>▪ Enact outcome monitoring &amp; reporting process.</li> <li>▪ Implement outcomes, risks tools &amp; methods.</li> <li>▪ Prepare outcome realisation progress reports for SES/Minister.</li> <li>▪ Communicate progress regularly.</li> </ul>
Outcomes milestone reports.	<ul style="list-style-type: none"> <li>▪ Reinvest as necessary in outcomes master realisation plan.</li> <li>▪ Identify opportunities to increase outcome performance levels.</li> <li>▪ Communicate &amp; publish success.</li> </ul>