Outcome Realisation Plan

Template and Guide

Version 1.1, April 2008

This guide is intended to be read in conjunction with the following template for the development of a Project Outcome Realisation Plan. As such the Guide should be removed from the front of the final document. Templates for a large range of other project management documents are available at [www.egovernment.tas.gov.au](http://www.egovernment.tas.gov.au).

|  |  |
| --- | --- |
| *[C:\Users\grant.evans\Desktop\creativeccommonsby.png](http://creativecommons.org/licenses/by/4.0/)* | License URL: <https://creativecommons.org/licenses/by/4.0/legalcode> Please give attribution to: © State of Tasmania ([Department of Premier and Cabinet](http://www.dpac.tas.gov.au)) 2017 |

What is an Outcome Realisation Plan?

The *Outcome Realisation Plan* is used to support the organisational change management process required for effective utilisation of the agreed project outputs in the business unit(s). It assists in ensuring the achievement of the project outcomes described in the *Project Business Plan*.

Why would an Outcome Realisation Plan be developed?

An *Outcome Realisation Plan* is developed iteratively as the project progresses to provide the link between the outputs delivered by the Project Team and the realisation of the outcomes from a project. It covers the final stages of a project up to the point when the utilisation of the project outputs has become routine, and the processes are transactional. In this context both risk management and stakeholder management are highly important for successful outcome realisation.

The purpose of the *Outcome Realisation Plan* is to ensure that:

* the final stages of the project are managed in a satisfactory manner;
* the transition to maintenance/operational mode is managed appropriately;
* the utilisation of the project’s outputs are linked to the planned project outcomes;
* the success of the project’s outputs is assessed and corrective action performed if required;
* ongoing ownership of the project outputs and any maintenance requirements are confirmed; and
* the planned project outcomes are wholly achieved, or achieved to a significant extent, prior to formal project closure.

In order for the business unit(s) to prepare for the delivery of the project outputs, planning should commence early in order to implement the required changes as the project progresses. Depending on the size and complexity of the project, there may be one or more *Outcome Realisation Plan(s)*. For example, where a Business Owner is accountable for only a subset of the project’s outcomes, or where multiple Business Owners are accountable for the same outcomes but in a different organisation/areas.

The *Outcome Realisation Plan* specifies the management and maintenance procedures, control plans and performance measures that each business unit/area will put in place once the Project Team has delivered the outputs. In addition, the document details any changes that need to be made within the business areas prior to receiving the project outputs.

The document enables those completing the tasks/activities in the business area to deliver the expected results, as per the agreed *Project Business Plan*.

When would an Outcome Realisation Plan be developed?

Acceptance or approval of core project documents in a preceding stage such as a *Project Business Case*  or *Project Business Plan* means that the *Outcome Realisation Plan* should be developed. An *Outcome Realisation Plan* is developed in an iterative manner as the project progresses.

The Business Owner(s) is responsible for creating and updating the *Outcome Realisation Plan*, the Project Manager may develop the first release with their co-operation.

The *Outcome Realisation Plan* expands the proposals developed in these core documents in order to:

* gain commitment from the Business Owner(s) to manage and maintain the outputs in the long term including the management, maintenance responsibilities and control activities to be undertaken by the business unit(s) upon receiving the outputs from the Project Team;
* document what changes will be made by the business unit(s) to their tools, policies/procedures and organisation in preparation for receiving the outputs from the Project Team;
* document how the outcomes from the project will be measured, including the base line metrics (to ensure the planned project outcomes are wholly achieved, or achieved to a significant extent, prior to formal project closure);
* provide the basis for reporting by the business unit(s) to senior management and the Steering Committee on progress towards achievement of these outcomes; and
* gain formal acceptance by the Steering Committee or Project Sponsor to the suitability of these activities.

Getting started:

* A *Project Business Plan, Risk Management Plan* and *Stakeholder Management Plan/Communications Strategy* that has been endorsed by the Steering Committee.
* Agreement to proceed with the development of the *Outcome Realisation Plan* from the Steering Committee or Project Sponsor.
* Knowledge and understanding of the relationship between the outcomes and outputs of the project, and how they are utilised by each customer (business unit).
* Knowledge and understanding of the current tools, policies/procedures or organisation of the business unit(s).
* Some knowledge and understanding of the proposed tools, policies/procedures or organisation of the business unit(s). This knowledge and understanding will develop in more detail as the project progresses.
* Knowledge of the *Tasmanian Government Project Management Guidelines*.

Also Advisable:

* Any of the following documents - *Project Proposal/Brief, Business Case*.
* Knowledge and experience in the development of performance measures.
* Current copies of relevant business process policies/procedures.
* Corporate/business plans for the Department or business unit.
* Departmental Project Management Guidelines.

Integration Process:

Endorsed documents (for example a Project Proposal, Project Business Plan or relevant emails) can be utilised to populate the Outcome Realisation Plan. This information, along with any gaps, then provides a basis for further discussion.

It should be noted that development of the *Outcome Realisation Plan* is **not a static** **process**. Development should begin during the project as the clarity of the requirements for outcome realisation emerge. This iterative development should involve the Project Team, the Steering Committee and Project Sponsor and Business Owners. The key is to obtain clear sign-off when the document is handed over to the Business Owners.

Endorsement and Acceptance:

The *Outcome Realisation Plan* should be endorsed by the Business Owners. It is then ready for acceptance by the Steering Committee or Project Sponsor. As the project progresses, this document will need to be updated, revised and re-released.

How to use this template:

The template has been developed to accommodate large and/or complex projects but is intended to be scalable. It contains sections which are either optional or can be developed at a number of levels of detail depending upon individual need. As the development of an *Outcome Realisation Plan* is an incremental exercise, relevant sections can be developed as clarity emerges.

Sections that are not completed can be indicated in a number of alternative methods depending on the reason for non-completion, for example by creating or referring to another document or appendix, by deleting the heading, or by indicating that the section is not applicable.

All documents developed based on this template should include an appropriate acknowledgement.

A number of **different text styles** have been used within the template, as follows:

* Text in blue italics is intended to provide a guide as to the kind of information that can be included in a section and to what types of projects it might be applicable. It should be deleted from the final document
* Text in normal font is intended as examples.
* Text enclosed in <angle brackets> is intended to be replaced by whatever it is describing.
* This document has been formatted for duplex printing. If you intend to print single sided, you may need to delete some page breaks.

As no two projects are ever the same, the Project Management Knowledge Base includes various examples of *Outcome Realisation Plans* that describe the different approaches taken to ensure the outcome realisation process is appropriately managed.

Where to Get Additional Help

Project Management tools and resources that can assist you through each step in your project are available at [www.egovernment.tas.gov.au](http://www.egovernment.tas.gov.au)

Checklist

**Have you remembered to remove**:

* The versioning statement from the front cover of your document?
* This guide and checklist from the front of your document?
* All blue italic instructional text and <prescriptive text enclosed in angle brackets> within the template?

|  |
| --- |
|  |
| <Project Title>  Outcome Realisation Plan |
| Version: <n.n>, Date: <dd-mm-yyyy>  Copy: Uncontrolled |
| The version number starts at one and increases by one for each release. It shows the release number and a revision letter if in draft. The original draft is 0.A and subsequent drafts are 0.B, 0.C etc. The first accepted and issued document is 1.0. Subsequent changes in draft form are 1.0A, 1.0B etc.. The accepted and issued second version is 1.1 or 2.0, depending on the magnitude of the change.  Refer to the Project Management Fact Sheet: Document Control, for more information at [www.egovernment.tas.gov.au](http://www.egovernment.tas.gov.au) |

Document Acceptance and Release Notice

This is <release/version> <n.n> of the <Project Title> Outcome Realisation Plan.

The Outcome Realisation Plan is a managed document. For identification of amendments each page contains a release number and a page number. Changes will only be issued as complete replacement. Recipients should remove superseded versions from circulation. This document is authorised for release once all signatures have been obtained.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| PREPARED: |  | Date: |  | - |  | - |  |
| (for acceptance) | <Name>  <Project Title> Project Manager |  |  | | | | |
|  |  |  |  | | | | |
| APPROVED: |  | Date: |  | - |  | - |  |
| (for acceptance) | <Name>  <Title (eg director/manager)> |  |  | | | | |
|  |  |  |  | | | | |
| ACCEPTED: |  | Date: |  | - |  | - |  |
| (for release) | <Name, Title>  <Project Title> Project Sponsor on behalf of the <Project Title> Project Steering Committee |  |  | | | | |

Document Development History

Build Status:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Version | Date | Author | Reason | Sections |
| <n.n>  List the most recent amendment first | <dd-mm-yyyy> | <name> | Initial Release | All |

Amendments in this Release:

|  |  |  |
| --- | --- | --- |
| Section Title | Section Number | Amendment Summary |
|  |  | eg. This is the first release of this document. |

Distribution:

|  |  |  |  |
| --- | --- | --- | --- |
| Copy No | Version | Issue Date | Issued To |
| 1 | <n.n> | <dd-mm-yyyy> | <name, title, organisation> |
| 2 |  |  |  |
|  |  |  |  |
| Electronic | <n.n> | <dd-mm-yyyy> | Shared drive |

Table of Contents

[1 Introduction 13](#_Toc195955679)

[1.1 Document Purpose 13](#_Toc195955680)

[1.2 Intended Audience 14](#_Toc195955681)

[1.3 Strategic Context 14](#_Toc195955682)

[1.4 Current Project Status 14](#_Toc195955683)

[1.5 Assumptions and Constraints 15](#_Toc195955684)

[1.5.1 Assumptions 15](#_Toc195955685)

[1.5.2 Constraints 15](#_Toc195955686)

[1.6 Updating this Plan 15](#_Toc195955687)

[2 Outcome Realisation 17](#_Toc195955688)

[2.1 Project Objective 17](#_Toc195955689)

[2.2 Target Outcome(s) 17](#_Toc195955690)

[2.3 Output Ownership 17](#_Toc195955691)

[2.4 Output Utilisation 18](#_Toc195955692)

[2.5 Target Outcomes and Performance Measures 19](#_Toc195955693)

[2.6 Monitoring and Reporting Outcome Realisation 20](#_Toc195955694)

[2.7 Criteria for Project Closure 21](#_Toc195955695)

[2.8 Post Project Review 22](#_Toc195955696)

[3 Transition Plan 23](#_Toc195955697)

[3.1 Current Situation 23](#_Toc195955698)

[3.1.1 Culture 23](#_Toc195955699)

[3.1.2 Physical Environment 24](#_Toc195955700)

[3.1.3 Structure 24](#_Toc195955701)

[3.1.4 Job Design/Responsibilities 24](#_Toc195955702)

[3.1.5 Skills/Knowledge 24](#_Toc195955703)

[3.1.6 Policies/Procedures 24](#_Toc195955704)

[3.1.7 Workflows/Processes 24](#_Toc195955705)

[3.2 New Situation 24](#_Toc195955706)

[3.2.1 Culture 25](#_Toc195955707)

[3.2.2 Physical Environment 25](#_Toc195955708)

[3.2.3 Structure 25](#_Toc195955709)

[3.2.4 Job Design/Responsibilities 25](#_Toc195955710)

[3.2.5 Skills/Knowledge 25](#_Toc195955711)

[3.2.6 Policies/Procedures 26](#_Toc195955712)

[3.2.7 Workflows/Processes 26](#_Toc195955713)

[3.3 Transition – Current to New 26](#_Toc195955714)

[3.3.1 Culture 26](#_Toc195955715)

[3.3.2 Physical Environment 27](#_Toc195955716)

[3.3.3 Structure 27](#_Toc195955717)

[3.3.4 Job Design/Responsibilities 27](#_Toc195955718)

[3.3.5 Skills/Knowledge 27](#_Toc195955719)

[3.3.6 Policies/Procedures 28](#_Toc195955720)

[3.3.7 Workflows/Processes 28](#_Toc195955721)

[3.3.8 Employee Motivation/Incentives 28](#_Toc195955722)

[3.3.9 Human Resource Management 28](#_Toc195955723)

[3.4 Transition Schedule 29](#_Toc195955724)

[3.5 Key Communication Issues 29](#_Toc195955725)

[4 Output Management Plan 31](#_Toc195955726)

[4.1 Output Delivery and Acceptance 31](#_Toc195955727)

[4.2 Business Owner(s) 31](#_Toc195955728)

[4.3 Maintenance Requirements 33](#_Toc195955729)

[4.4 Budget and Expenditure 34](#_Toc195955730)

[4.4.1 Facilities and Resource Requirements 34](#_Toc195955731)

[5 Risk Management 36](#_Toc195955732)

[6 Glossary and Appendices 37](#_Toc195955733)

# Introduction

The Introduction is used to explain the purpose, role and scope of this document, and describes the context in which it has been developed.

## Document Purpose

Outcome Realisation planning is all about gaining commitment from the Business Owner(s) to manage and maintain the outputs in a quality manner in the long term, and to ensure that reporting of progress against the realisation of the Target Outcomes occurs at agreed intervals, to an agreed party, after the project closes.[[1]](#footnote-1)

Under the Tasmanian Government’s Project Management Framework, the Outcome Realisation Plan (ORP) is the management document for the project’s Business Owner(s). It is used to support the organisational change management process required for effective utilisation of the agreed project outputs in the business unit(s) in order for longer term outcome/benefit realisation.

Usually the Business Owner(s) will be required to create and maintain the Outcome Realisation Plan(s), and report on progress toward the achievement of project outcomes to the Steering Committee and/or senior management. In reality it is often the Project Manager who will prepare the first draft of the ORP in consultation with the Business Owner(s).

Depending on the size and complexity of the project, more than one ORP may be required. Examples include where some Business Owners are responsible for the maintenance of particular project outputs, Business Owners may be accountable for only a subset of the project’s outcomes, or multiple Business Owners may be accountable for the same outcomes but in a different organisation/areas. Once maintenance of project outputs is fully operationalised, sections of this document may be incorporated into the Business Unit’s standard operating and business planning documentation.

Refer to the project’s other planning documentation (e.g. Project Business Plan, Execution Plan etc) to provide a picture of the methodology being applied to the project.

The purpose of the <Project Title> Outcome Realisation Plan is to ensure that:

* the final stages of the project are managed in a satisfactory manner;
* the success of the project’s outputs is assessed and corrective action performed if required;
* the level of organisational change required for successful transition (ie. to ensure appropriate utilisation of the project’s outputs) is correctly planned and implemented;
* the long term maintenance responsibilities are understood and accepted by the Business Owner(s);
* the utilisation of the project’s outputs is linked to the planned project Target Outcomes; and
* the planned project target outcomes are wholly achieved, or achieved to a significant extent, prior to formal project closure.

When the realisation of the outcomes and subsequent flow of benefits is spread over a period of time, eg a year or more, it may be necessary to have two stages in project closure:

* Closure Stage 1 ‑ when the Project Team disbands after the project outputs have been delivered to, and accepted by, the Business Owner(s);
* Closure Stage 2 ‑ when the targeted project outcomes have been secured.

This document is the responsibility of <Name, Title, Organisation of Business Owner> and will be revised and amended to meet changing conditions or objectives during the Project’s life span, and for a period after the project closes to monitor outcome realisation.

## Intended Audience

Clearly identify the intended audience of this document. It may include the Steering Committee, key representatives from the business area(s), and major stakeholders who will be impacted by the planned outcomes.

As the document proceeds through a series of iterations during the life of the project, its structure, emphasis and intended audience may change.

## Strategic Context

Summarise any relevant background information particularly in relation to any changes in the strategic context that have occurred during the project that are relevant to the transfer of output ownership and responsibility for the realisation of the defined outcomes.

## Current Project Status

This section allows for the current status of the project to be summarised so as to describe for the reader the context in which a particular release of the ORP has been produced. If an ORP is to be a one-off release, this section may be inappropriate and should be deleted. However, the ORP may develop through a series of released documents during the project’s life span, then this section may add value for stakeholders. Information that may be summarised includes:

* phases, milestones, and dates from the project’s schedule;
* what has been achieved; what has changed significantly since the project commenced, and what is to happen over the next period;
* current risks and issues etc.

## Assumptions and Constraints

It is essential that any relevant assumptions and constraints **in relation to the ongoing management of the outputs and responsibilities for outcome realisation** are recognised and recorded within each release of this Outcome Realisation Plan. This process should also assist with risk identification, as both assumptions and constraints will reveal areas of risk for ongoing output management and outcome realisation. Cross-reference to the Project Business Plan section on assumptions and constraints if appropriate.

### Assumptions

State any relevant assumptions related to the ongoing management of the outputs and responsibilities for outcome realisation, for example resource availability, environment, technology, security etc. For example:

* Business Owner(s) have been identified for all project outputs, and accept the role;
* existing governance structures that have been utilised for the purposes of the project that are expected to continue after project closure;
* ongoing output maintenance costs will be accommodated within the budget of relevant Business Owner(s).

### Constraints

State any relevant constraints related to the ongoing management of the outputs and responsibilities for outcome realisation, for example deadlines, finance and budget, legislation etc.

## Updating this Plan

Experience in managing large projects has shown that the development of the ORP needs to commence as early as possible in the project’s life span, usually once the scope and objectives are defined and agreed. Planning for and undertaking some implementation activities will be required prior to the Business Unit’s acceptance of the first output.

Describe the strategy that is to be followed for the development of this Outcome Realisation Plan. For example the Outcome Realisation Plan will be updated and released to the Steering Committee at key points during the project’s life span.

As a minimum, it is recommended that the ORP be released prior to the implementation and utilisation of any project outputs.

Table <n>: Outcome Realisation Plan release schedule

|  |  |  |  |
| --- | --- | --- | --- |
| Version | Date | Reason | Who |
| <1.0> | <dd-mm-yyyy> | <Initial release of the ORP during the project’s planning phase to introduce the ‘change thread’ from the business units perspective to the key stakeholders> | <Project Manager and Business Owner(s)> |
| <2.0> | <dd-mm-yyyy> | <Release after functional requirements/design but prior to development/testing> | <Business Owner(s)> |
| <3.0> | <dd-mm-yyyy> | <Release during/after acceptance testing but prior to development/testing> | <Business Owner(s)> |
| <4.0> | <dd-mm-yyyy> | <Updated release after/during implementation as a result of changes, revised schedules, staged implementation etc (optional).> | <Business Owner(s)> |

# Outcome Realisation

Once a project delivers outputs to the Business Owner(s), they must be utilised to enable the project’s outcomes to be generated and realised. This stage of the project is therefore referred to as ‘Outcome Realisation’.

This section is used to re-iterate the project’s objective(s) and target outcome(s) as defined in the endorsed Project Business Plan and to clearly identify the links between outcomes, outputs and stakeholders. The roles and responsibilities of the Business Owners(s) for output maintenance, outcome realisation monitoring and management of the processes required for a smooth transition to operational mode are also defined here.

## Project Objective

Restate the project objective as defined in the endorsed Project Business Plan.

## Target Outcome(s)

Restate the project outcome(s) as defined in the endorsed Project Business Plan, and the accountable Business Owner(s).

The agreed outcomes the <Project Title> Project seeks to achieve from the utilisation of the project outputs are:

Table <n>: Outcome ownership

|  |  |
| --- | --- |
| Outcomes | Accountable Business Owner(s) |
| <eg Improved access to Tasmanian legislation> |  |
| <eg. Reduced input costs of business and Government in respect to the law> |  |

<Table examples are from the Legislation System Project (LSP)>

## Output Ownership

The Business Owner(s) for each of the high-level outputs are usually identified in the Initiation Phase of a project and included in the Project Business Plan’s governance structure. It is the Business Owner(s) who will accept responsibility for the ongoing management of the project outputs once delivered, the realisation of the Target Outcomes from the use of those outputs and subsequent flow of benefits to the business.

Under the Tasmanian Government Project Management Guidelines, there is a formal process defined for the acceptance and delivery of outputs to the Business Owner(s). This is usually defined within the Project Execution Plan. In the absence of this process being defined elsewhere, a summarised description or document cross-reference may be appropriate here.

The maintenance requirements for the project outputs (once they have been accepted by the Business Owner) and how they will be achieved should be defined in detail in Section 4 Output Management Plan.

As the development of this document is an iterative process, an initial version may reflect output ownership at a specific point in time with additional clarity emerging as the project progresses.

In the context of ongoing management, business ownership for respective project outputs was agreed in the Steering Committee endorsement of the <Project Title> Project Business Plan (Version <n>, <date>):

Table <n> – Output ownership

|  | Output | Business Owner |
| --- | --- | --- |
| 1 |  |  |
| 1+n |  |  |

## Output Utilisation

Once a project delivers its outputs to the Business Owner(s), these outputs must be utilised by the Project Customers to enable the project’s outcomes to be realised. The process to identify the linkages between outcomes, outputs and stakeholders usually occurs during the project initiation and planning phase. If the relationship between the outputs and relevant project customers (ie. stakeholders expected to utilise the outputs) has not been mapped already (eg. in the Project Business Plan), the table below may be useful.

Where a project has a number of outcomes and multiple outputs, mapping makes it possible to understand how use of the outputs will contribute to achievement of specific outcomes. Where there is no correlation, development of the outputs or the validity of the agreed outcome may need to be reconsidered.

The <Project Title> Project <will/has> delivered the following outputs for use by the project customers:

Table <n>: Output utilisers

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Number # |  |  | A | B |
|  | Name of | OUTCOMES | Name of Outcome A | Name of Outcome B |
|  | OUTPUTS |  |  |  |
| 1 | Name of Output |  | Name(s) of customer(s) who will utilise the output on the left to generate the outcome at the top | Name(s) of customer(s) who will utilise the output on the left to generate the outcome at the top |
| 2 |  |  |  |  |

The table provided above is only one example for presentation purposes. Depending on the size of the project, the information may be presented using alternative methods or in other tabular formats within an appendix.

Successful output utilisation implies that the ‘fitness for purpose’ criteria previously defined for each output have been met. Such criteria are usually defined with input from the Business Owner in the Project Quality Plan. The Steering Committee, which includes the Business Owner(s), should also confirm output fitness for purpose prior to output delivery (handover): this should be clearly recorded in the Steering Committee minutes noted in Section 4.1 of this document and confirmed via a Project Review and Closure Report.

## Target Outcomes and Performance Measures

An essential part of outcome realisation is planning for the measurement of the outcomes, in order to gauge the success of the project.

In this Section, restate the Target Outcomes as defined in the endorsed Project Business Plan. If Target Outcomes have not already been defined, develop additional performance measurement information that will allow the comparison of estimated/planned versus actual progress to answer the questions 'what have we achieved?' and 'how do we know?'. Broad examples of what the project may measure on an estimated/planned to actual basis may include qualitative benefits (such as improved services) and quantifiable benefits (such as avoided cost and increased revenue).

Performance information should be consistent across the project’s planning documentation and therefore should reflect relevant information in the endorsed Project Business Plan. Usually there will only be a small number of target outcomes for any project and specification should include relevant performance indicators, the measurement unit, baseline indicators, target levels, completion date and who is accountable. The table below is provided as a guide – where there are multiple target outcomes this information can also be included as an Appendix.

Ensure the baseline measures are dated, as the baseline may be amended as the project progresses. The baseline measures are also referred to as being frozen and should remain constant for the duration of the project (as much as possible). Changes to the baseline (e.g. new tasks added to the project) should be managed under project change control procedures.

Table (n) – Outcome Performance Measures

| Target Outcome 1 | Performance Indicator | Measure | Baseline | Target Level | Completion Date | Accountability |
| --- | --- | --- | --- | --- | --- | --- |
| < The measurable benefits that are sought from undertaking a project (ie. what we want to achieve) > | <The measure that will be used to indicate the level of achievement of the outcome(s)> | < The actual mechanism for measuring the level of the performance indicator> | < The current level of the performance indicator as at [date]>  eg. current cost per transaction of $x; current revenue per annum of $y  Baseline Date: <dd-mm-yyyy> | < The targeted level of performance (ie. how success is defined> | < The date by when the target levels are to be achieved> | < Who is accountable for the achievement of the targeted outcome(s) and reports on the progress towards the target?> |

## Monitoring and Reporting Outcome Realisation

Performance measurement is a critical component of the project’s status reporting. It provides those stakeholders that hold overall project responsibility (e.g. the Steering Committee) with the information required to monitor the project’s adherence to the defined strategy to achieve the desired changes.

As the Business Owner(s) will ultimately reap the rewards of a successful project, they have a central role and vested interest in monitoring the progress towards outcomes realisation.

For many projects, the realisation of outcomes (benefits) is an iterative process that occurs over time. This Section should describe

* The processes by which output utilisation is to be monitored and measured (ie. by whom, how and when);
* Reporting parameters (to whom, by what method and how frequently);
* What action if appropriate, is to be taken to remove any variances;
* What action will occur if it is agreed that the original expectation of a measure cannot be achieved (ie. will the measure be re-set?); and
* The process used to determine if poor performance can be remedied (e.g. by providing more effective training, by removing business process defects, job re-design etc).

Where there are multiple Business Owners, individual reporting responsibilities can be described in detail in Section 2.7.

## Criteria for Project Closure

**Where a project’s outcomes have been fully realised (leading to the flow of benefits):**

Project closure may be initiated once the project’s outcomes have been fully realised (i.e. when performance evidence indicates the flow of benefits has been secured). At this point, the utilisation of outputs has become routine and the processes are now transactional. At this point it is the Steering Committee or Sponsor’s responsibility to formally close the project.

Describe the requirements and process for formal sign-off by the Project Steering Committee/Sponsor that the project’s benefits have been secured. Other criteria for project closure are usually documented in the Project Business Plan and should be reiterated here.

**OR**

**When evidence of incremental outcome realisation is apparent:**

When the realisation of the outcomes is spread over a period of time, eg a year or more, it may be necessary to have two stages in project closure:

* Closure Stage 1 ‑ when the Project Team disbands after the project outputs have been delivered to, and accepted by, the Business Owner(s);
* Closure Stage 2 ‑ when the targeted project outcomes have been secured.

Activities to be undertaken in Closure Stage 1 should include:

* Documented agreement to formalised and established output support/maintenance procedures;
* Formal delegation of the responsibility for ongoing benefit realisation measurement monitoring and reporting; and
* Delegation by the Steering Committee/Sponsor for a Post Project Review being undertaken within a defined timeframe to confirm that the project’s benefits have been secured to a significant or satisfactory extent.

Reference the **Tasmanian Government Project Management Guidelines** and **Fact Sheet on Project Closure** for further information.

## Post Project Review

Conducting a Post Project Review would usually be considered as one of the final aspects of the project closure process. Often referred to as a Post Implementation Review, a Post Project Review is usually performed some time after implementation (e.g. 12 months) to:

* examine the processes used within the project to consider what worked well what could be improved and what should be avoided in the future;
* review the quality of the project’s outputs;
* review the achievement of the project’s outcomes; and
* assess the project’s delivery of the Outputs in relation to schedule and budget (compare achievement to what was planned).

All relevant stakeholders are to be included within the post project review and records generated by the project provide a major input into the review process. Information gathered by a post project review may then be fed back to the selection, planning and management of future projects.

This Section may be summarised or be inappropriate if the relevant section within the Project Business Plan is sufficiently detailed and approved.

Otherwise, this Section should generally describe the approach to be taken and the responsibilities for the post project review process. Who is to facilitate the review? The Business Owner is responsible for the post project review process with the deliverable being <a report to the Project Sponsor/Steering Committee or other Executive Management Committee delegated by the Steering Committee>.

A further mechanism for reviewing projects is a Post Completion Audit. This is a formal review of the project against a checklist, often performed by external consultants. The timing of this type of audit allows the auditor(s) to check past practice, already knowing how the project actually turned out.

# Transition Plan

Some degree of planning is usually required in order to prepare the business areas for transition to the new operational environment that will exist once the Project Team has handed over the outputs, the Project Team has been disbanded and/or the project is closed. At its most complex, this is defined as Organisational Change Management, or the management of realigning an organisation to meet the changing demands of its business environment, including improving service delivery and capitalising on business opportunities, underpinned by business process improvement and technologies. Any project planning activities must consider the amount of organisational change required to deliver the project outputs and realise the project outcomes.[[2]](#footnote-2)

The Transition Plan is used to describe how the changes to the business unit(s) environment will be implemented. It should focus on changes that are anticipated and planned ahead of time (e.g. a reduction in the number of staff, training in new or revised business procedures etc). However, other changes may result, such as those that emerge and are unintended (e.g. increased salaries). At a minimum, these changes or issues will require tracking to ensure they are managed appropriately.

Large and/or complex projects may require organisational change management to be addressed as a separate – but closely related – project, or series of projects, within the Agency. Organisational Change Management is a substantial discipline in its own right and includes the management of changes to the organisational culture, business processes, physical environment, job design/ responsibilities, staff skills/knowledge and policies/procedures*.*[[3]](#footnote-3)

## Current Situation

Briefly describe the current situation within the business unit(s) that will be impacted by this transition plan. The following sub-headings are intended as a guide only. Depending on the size and complexity of the project and the business environment, not all headings may be required, some may be merged, new ones created etc.

### Culture

Briefly describe the current culture of the business unit(s).

### Physical Environment

Briefly describe the current physical environment of the <organisation/business>. This may include location (e.g. suburb), centralised/de-centralised localities, furniture, floor plan layout etc.

### Structure

Briefly describe the current <organisation/business> structure. This may be covered by the inclusion of an organisational chart.

### Job Design/Responsibilities

Briefly describe the current <organisation/business> jobs and their responsibilities e.g. position descriptions.

### Skills/Knowledge

Briefly describe the current skill/knowledge requirements of the <organisation/business>.

### Policies/Procedures

Briefly describe the current <organisation/business> policies and procedures.

### Workflows/Processes

Briefly describe the current <organisation/business> workflows and processes. Diagrams of current processes and workflows may be included as an appendix.

## New Situation

Describe the new situation within the business unit(s) that will be impacted by this transition plan. The following sub-headings are intended as a guide only. Depending on the size and complexity of the project and the business environment, not all headings may be required, some may be merged, new ones created etc.

### Culture

Briefly describe the planned culture of the business unit(s).

### Physical Environment

Briefly describe the planned physical environment of the <organisation/business>. This may include location (e.g. suburb), centralised/de-centralised localities, furniture, floor plan layout, new desktop aids etc.

### Structure

Briefly describe the planned <organisation/business> structure. Some examples may be decreased management numbers, altered reporting relationships, self-managing teams, down-sizing of <corporate services>, increased role for <business> etc.

This may be supported by the inclusion of an organisational chart for the new structure as an appendix.

### Job Design/Responsibilities

Briefly describe the planned <organisation/business> jobs and their responsibilities e.g. position descriptions.

### Skills/Knowledge

Briefly describe the planned skill/knowledge requirements of the <organisation/business>. The following questions are provided for assistance:

* What new skills/knowledge will be required (e.g. in-house technical expertise to administer new technology)? Cross-reference to the Training Plan (are these new skill requirements addressed?). Where a detailed Training Plan is required, this should be included as an Appendix.
* Are there any skills/knowledge that will no longer be required?
* Is there a need to transfer skills?

### Policies/Procedures

Briefly describe the planned <organisation/business> policies and procedures. The following questions are provided for assistance:

* Are current policies and procedures documented? Up to date?
* What policies and procedures will become redundant, require revision or new ones created? Identify resources and responsibilities (e.g. working party) to undertake this work.
* Are new standards and best practices to be introduced?

### Workflows/Processes

Briefly describe the planned <organisation/business> workflows and processes. Diagrams of proposed processes and workflows may be included as an appendix.

## Transition – Current to New

Describe how the business unit(s) that will be impacted by this transition plan will make the necessary changes. Changes described here should provide key issues for addressing via:

* the Communication Plan, developed to facilitate the transition, in particular the key issues sections for applicable stakeholders;
* the Risk Management Plan; and
* the Training Plan.

### Culture

Describe how the planned changes for the culture of the <organisation/business>will be achieved. Some examples may be devolution, change in power bases, improved client focus, increased accountability, cost focus. It is important to recognise that cultural issues cannot be entirely manageable, but can be influenced.

Cross-reference to the Communication Plan to ensure cultural issues are included in the key communication issues.

### Physical Environment

Describe how the planned changes for the physical environment of the <organisation/business> will be achieved. Some examples may be change of location (e.g. suburb), centralising or decentralising of localities, refurbished offices, introduction of ergonomic furniture, a move to open plan, new desktop aids etc.

### Structure

Describe how the planned changes for the <organisation/business> structure will be achieved. Some examples may be decreased management numbers, altered reporting relationships, self-managing teams, down-sizing of <corporate services>, increased role for <business> etc.

### Job Design/Responsibilities

Describe how the planned changes to <organisation/business> jobs and their responsibilities e.g. position descriptions, will be achieved.

Technology can impact dramatically on job satisfaction. The following pointers are provided:

* the nature and structure of an employee’s task changes usually for standardisation purposes. By structuring these tasks appropriately it can have a positive effect rather than being perceived as de-skilling;
* review job tasks with employees to ensure jobs are not designed around the system(s);
* establish appropriate management practices;
* evaluate career path opportunities;
* restructure job tasks and responsibilities accordingly (i.e. ensure authority matches accountabilities); and
* during the implementation of new technology/systems, local system experts emerge and become established. These users are viewed by their colleagues as a source ofsystem/technical reference.

### Skills/Knowledge

Describe how the planned changes for the skill/knowledge requirements of the <organisation/business> will be achieved. Cross-reference to the Training Plan to ensure that all new skills and any transfer of skills are addressed.

### Policies/Procedures

Describe how the planned changes for the <organisation/business> policies and procedures will be achieved and who is responsible.

### Workflows/Processes

Describe how the planned changes to the <organisation/business> workflows and processes will be achieved.

### Employee Motivation/Incentives

Describe what management strategies are planned.

For example when a computer system or new technology is to be implemented within an organisation, there is a tendency to ignore the following issues that systems can cause or create for employees – personal anxiety, alienation, invasion of privacy, unemployment and displacement, loss of individuality etc.

Be aware of the following issues that can cause systems/technology to be rejected:

* Workplace acceptance of the system/technology is often related to the user’sperceptions of job enhancement and increased self-esteem.
* The system/technology results in a change to the employee’s power and influence within the business unit/organisation.

### Human Resource Management

Describe what changes and management strategies are planned, and how they are to be achieved. Areas of potential include:

* industrial/union issues;
* occupational health and safety;
* personnel recruitment, redeployment and redundancy; and
* staff counselling, performance review and development.

## Transition Schedule

The strategy for the development of the transition schedule will more than likely be driven by the approach taken with the project’s plan for the output delivery stages. The preferred approach is to develop a detailed implementation schedule prior to the commencement of the implementation phase.

The following table is an example of a high level schedule (major milestones only), however other on-going tasks such as management meetings, risk reviews etc may be listed:

Table <n>: Transition Plan

|  |  |  |  |
| --- | --- | --- | --- |
| Key milestones | Responsible | Start Scheduled | Scheduled Finish |
| Milestone A |  |  |  |
| Milestone B |  |  |  |

Where transition involves substantial “change” to the status quo, it is recommended that the transition period be kept to as short a period of time as possible. The longer the period of transition, the greater number of problems that will have to be faced (e.g. other organisational changes will assume priority and resources).

## Key Communication Issues

Good communication is essential to inform all stakeholders. Without effective communication, Key Stakeholders could miss out on vital information and may not understand why change is needed. Two leading causes of project failure as identified by the Gartner Group are insufficient involvement of stakeholders and infrequent communication with Sponsors.

Summarise the key communication issues for the project that have been identified and discussed with the relevant stakeholders.

Some of this section may have already been addressed by an overall Project Communication Strategy and Action Plan or within the Project Business Plan, or can be addressed via further development of these core documents. The Communication Plan may be formal, informal, detailed or broad, depending on the needs of the project. Communication information can consume project resources, therefore communication should concentrate on information which will contribute to the project’s success or where a lack of communication can lead to failure.

Where a project is seeking to implement large scale organisational and/or cultural change, all communication should take place in the context of an overall communication strategy and plan. This should involve the Agency Communications Manager or a Communication and Marketing professional, depending on the nature of the Key Stakeholders identified and the focus of the projects or program of projects.

Any assumptions and constraints about the target audience, mechanisms/tools, frequency and timeframe may need to be reflected in the risk management section. Examples may include:

* Use of diverse means of communication with face to face as the primary method;
* Regular <define the frequency> communication;
* Information presented via a variety of medium and formats;
* Strategy for responding to unexpected information requests;
* Mechanisms established to ensure two-way communication.

# Output Management Plan

Once the transition from project mode to operational mode has commenced and the outputs have been accepted for implementation by the Business Owner(s), clarification of management structures and arrangements within the business area(s) is required to ensure

* the utilisation and maintenance of the accepted project outputs; and
* the project’s outcomes are realised as a result of output utilisation.

Once output ownership is confirmed and they have been delivered to the relevant Business Owners, the Project’s governance structures will no longer apply.

This Section should clarify

* whether output delivery and acceptance will occur over a period of time (e.g. phases) or as a single event;
* the roles and responsibilities of the relevant Business Owner(s);
* maintenance requirements for all outputs, for agreement by the responsible Business Owner(s); and
* budget and expenditure for the Implementation Phase including facilities and resource requirements for the Implementation Phase.

## Output Delivery and Acceptance

Output delivery and acceptance implies that the ‘fitness for purpose’ criteria previously defined for each output have been met. Such criteria are usually defined with input from the Business Owner in the Project Quality Plan.

This Section should provide confirmation of when the Business Owner(s) has confirmed output fitness for purpose and when the Steering Committee, which includes the Business Owner(s), has confirmed output delivery. This information should also be clearly recorded in the Steering Committee minutes. Depending on the nature and complexity of the output(s), formal handover and acceptance documentation may be required, and this section should be developed progressively as output delivery is confirmed.

## Business Owner(s)

This Section should confirm the Business Owner(s) for each output and clearly state their responsibilities for

* **Implementation co-ordination** - to manage the implementation and utilisation of the accepted project outputs within the business area(s) and to ensure these processes are successfully integrated as part of routine operational activities. This may also involve the transfer of staff, skills and/or knowledge from the Project Team to the Business Unit. For large/complex projects an Implementation Co-ordinator or Implementation Team may be required to undertake this work.
* **Provision of regular Status Reports to the Project Sponsor/Steering Committee** to enable effective monitoring of the Implementation Phase. These reports are required to concentrate on relevant management issues and should be supported by any other required reporting from consultants, reference groups, working parties etc. In particular, ensure there is a formal process established for consultants (e.g. within their agreement/contract).
* **Coordination of any required Working Groups[[4]](#footnote-4) to assist in the implementation process**, for example to develop a training schedule, documentation of new operating procedures, recommend codification standards for a new system or prepare and conduct a one-off presentation to the organisation.
* **Contracting of required consultants** - external to the business area, to provide specialist or other expertise unavailable from internal resources. Some examples are management consultants to prepare a “change management plan” for the transformation of processes within the business unit, or training consultants to provide a comprehensive training package that may include appropriate documentation*.*
* **Maintenance of relevant Reference Groups** if they are to be utilised on an ongoing basis after the project has been closed. Such groups provide forums to achieve consensus among groups of stakeholders and are essential when there is a reasonable expectation that the outputs will continue to evolve and require revision, for example to reflect policy, accepted practice and/or standards.
* **Ongoing review of problem reporting and management of required changes** to the outputs, once operationalised. It is assumed the Business Unit has processes in place to document problem reporting and manage required changes, including an audit trail to confirm authorisation of any changes.
* **Ongoing management of relevant records** generated during implementation/transition including storage, preservation and disposal in accordance with relevant Agency policies and the Archives Act.
* **Review and updating of business unit performance metrics** to reflect the changed environment achieved via utilisation of the outputs*.*

## Maintenance Requirements

It is important the ongoing maintenance requirements for the outputs are clearly stated and agreed to by the Business Owner(s). This planning may be depicted in a simple table listing the outputs, responsible Business Owner, review timeframe (if applicable) and any cost implications, or may require the development and negotiation of output-specific maintenance contracts or Service Level Agreements.

This Section should describe

* the maintenance requirements for all project outputs (once they have been accepted by the Business Owner);
* who is responsible for different aspects of output maintenance (where there are multiple Business Owners);
* cost implications;
* timeframes for review (if applicable); and
* how ongoing maintenance will be achieved (ie. what processes are required).

For an IT system/service maintenance requirements may include the following (examples):

* computer systems and applications (especially relating to support costs, licence renewals or annual contract fees);
* hardware and other peripherals;
* technical/business manuals or documents;
* communications equipment;
* the service requirements of infrastructure or buildings;
* review requirements for new policy, service procedures, manuals, methodologies and public information;
* security arrangements.

Other issues that may require consideration:

* what warranty periods are required together with on-going maintenance requirements?
* what contracts and/or service level agreements will be required for internal/external suppliers?
* what processes and responsibilities will need to be established?
* For systems/applications, describe how modifications, enhancements, effects and/or deficiencies shall be recorded (e.g. problem reports, change requests etc), actioned and managed.

The applicability of this Section, and how much detail is required, will very much depend on the nature of the project, the organisational context and how the governance of the project has been established. In large and or complex projects, these final stages can be regarded as a project in its own right.

## Budget and Expenditure

Although Business Owners are accountable for outcome realisation, they will usually not be in a position to execute the ORP directly, nor manage its execution. While project planning usually includes costs of implementation, performing these tasks may require separate or additional resources as it can be regarded as a project in its own right.

It is recommended that a working budget and current expenditure is attached as an appendix to the ORP during the life of the project. Draw on the relevant core project documents (eg. Project Business Plan and other financial planning documentation reflecting the project’s current expenditure) to summarise the budget and expected expenditure for the Implementation Phase. If necessary, identify where additional resources are required for particular aspects of implementation and from whom (eg. Business Owner). Agreement may require detailed negotiation.

Ensure the impact of the project to on-going services and budget requirements are identified, so long term maintenance responsibilities (eg. any maintenance costs, licence renewals or annual contract fees etc) can be agreed by the Business Owner(s) and included in their annual operational budgets.

Once transition is complete, reporting continues as part of the normal operational and corporate reporting.

### Facilities and Resource Requirements

Identify resource requirements, excluding those already defined in the governance section, necessary to perform and complete the activities of the implementation phase. Resources may be required prior to the actual commencement of implementation (e.g. planning purposes). Examples may include:

* a Communications Officer;
* a Training & Development Officer;
* facilities such as accommodation, office support equipment etc.

Identify the period of time the resources are required for and whether full time, part time or as required etc.

Describe any specific knowledge and skills required to undertake processes designed to implement the project outputs. Examples include:

* managerial skills and knowledge;
* strategic and conceptual skills;
* knowledge of <business description> policy and procedures;
* sound communication, negotiation and consulting skills;
* capacity to develop innovative solutions;
* understanding of project and quality management principles and practices;
* written communication and reporting skills etc.

Formal agreements may be required to confirm the availability and timeliness of resources. It may be necessary to negotiate the impact of resources being off-line and how these resources will be released from the project when they are no longer required.

# Risk Management

All projects require on-going risk analysis to be undertaken regularly throughout the life of the project as the nature and type of risks changes and progress is achieved. In the Implementation Phase (ie. output delivery), risk management is necessary to ensure levels of risk and uncertainty relating to the Business Owner(s) successful utilisation of the project outputs, and therefore the full realisation of the project’s benefits, are properly managed.

Ultimate responsibility for ensuring appropriate Risk Management processes are applied during a project rests with the Project Sponsor and Project Steering Committee. In order to undertake appropriate risk management, the Project Sponsor and Project Steering Committee require a clear statement of the nature of each individual risk, the manner in which the risks can be contained, the potential impact on the project’s success if the risk is left unaddressed and the likely cost of mitigation strategies.

This Section should describe how risk management for the Implementation Phase (ie. output delivery) is to be conducted and include an initial risk identification, analysis and evaluation undertaken to identify any risks or threats that are likely to affect Implementation. Analysis should be undertaken with the critical stakeholders. Risk assessment and management strategy working documents may be attached as an appendix.

For more information refer to the Tasmanian Government Project Management Guidelines section on risk management, the Risk Management Plan template, the Risk Identification tool, and the Fact Sheet: Developing a Risk Management Plan.

# Glossary and Appendices

Generally a glossary is useful if there are a number of terms or concepts that are likely to be unknown or confusing (such as acronyms).

Table <n>: Glossary

|  |  |
| --- | --- |
| Term | Description |
| e.g. Governance | The management structure created for the life of a project |

Appendices can help the document flow better, especially by extracting information out of the body of the document for reference. Appendices are treated as separate managed documents. A separate header page for appendices may be appropriate for presentation purposes.

Table <n>: Example Appendices

|  |  |
| --- | --- |
| Appendix | Description |
| Implementation schedule | A detailed Gantt Chart of major phases, processes and tasks for the implementation phase. |
| Training Plan | Plan detailing the training requirements of the business area(s) to support the transformation in business processes. |
| Training schedule | A detailed Gantt Chart of processes and tasks for the training plan. |
| Risk analysis | Working papers of the current risk assessment and risk management strategies. |
| Budget and expenditure | Details the budget and current expenditure. A separate budget for training may be established. |
| Objectives and stakeholders (the ‘customer map’) | Matrix diagram(s) to establish the linkages between the project’s outcomes, outputs and stakeholders, and their utilisation requirements. |
| <Business> documents | May include: Organisational charts, Position descriptions, Work and process flow diagrams etc. |
| Stakeholder communication plans | Detailed communication plans for each identified stakeholder group. |

Training Plan

The Training Plan is used to describe how the training requirements within the business area(s) will be addressed to support the transformation in business processes. The learning and development issues for large/complex projects are considerable. Consideration should be given to engaging the expertise of a recognised training provider such as TAFE in the development of a comprehensive Training Plan and its execution.

Cross references to the Project Execution Plan may be required as some or all training requirements may be the responsibility of the Project Team and therefore included within that or other documents.

The structure of this section will vary depending on the nature of the project and the business unit needs. Separate Training Plans may be required for different business units. The following list is provided as potential sub-headings for the Training Plan including some example issues:

Strategy

* What is the overall objective of the Training Strategy?
* Describe the approach that will be used. This will largely depend on the implementation approach of the project (e.g. big bang, parallel, site by site).
* Ensure employees and managers are provided with the skills and information to integrate the new technology/system into their jobs and business environment. This is essential if maximum benefits are to be obtained.
* Preparatory training needs will also require identification.

Responsibilities

* Who is responsible for co-ordinating training activities?
* Will there be a “Train the trainer” approach?
* Who will be involved in facilitating and conducting the training – internal staff, external consultants etc.
* Ensure managers and supervisors are trained appropriately to enable them to oversee the introduction of the new technology (i.e. to have realistic expectations of what the users can learn).

Resources

* What resources are required – human, physical, financial etc.
* Users frequently require more training than generally thought by vendors and management.
* What is the scope of the training to be conducted?

Environment

* Preferable if training is conducted off-site unless it is on the job training (OJT).
* Assess training conflicts with periods of high processing demands or reduced staffing levels.

Documentation and other materials

* Describe what types of documentation (electronic and paper) and materials are required prior, during and after training. How will they be developed, supplied, maintained etc?

Schedule

* It may be appropriate to attach the training schedule as an appendix.

Course Structure

* Training may be accomplished through external and internal courses (e.g. team building exercises), on the job training (OJT), computer-based training and self development (e.g. books).
* Training must be relevant to actual work.
* Ensure non-technical users are provided with the opportunity to articulate their requirements (consultation).
* Training is tailored to suit different types of user (needs analysis).

On-going Training requirements

* Ensure that users have the capability to re-inforce their learnings by application usage post training.
* Ensure adequate and appropriate backup support is available to avoid reliance upon individuals.
* Establish a timetable for a minimal level of proficiency of new technology/systems to bedemonstrated by impacted staff.
* Ensure that any training is assessed for relevance, effectiveness, adequacy etc after it has been provided.
* Identify the on-going training requirements for the <business unit> over the next <12 months>?

Training Budget

* Is there to be a separate training budget detailed? It may be appropriate to include as an appendix.

Target Outcomes Measurement

<Project Title> Project Business Plan – Version <n.n> (dd-mm-yyyy)

| Target Outcome 1 | Performance Indicator | Measure | Baseline | Target Level | Completion Date | Accountability |
| --- | --- | --- | --- | --- | --- | --- |
| *<*The measurable benefits that are sought from undertaking a project*>* | *<*The measure that will be used to indicate the level of achievement of the outcome(s*)>* | *<*The actual mechanism for measuring the level of the performance indicator*>* | *<*The current level of the performance indicator*>* | *<*The targeted level of performance*>* | *<*The date by when the target levels are to be achieved*>* | *<*Who is accountable for the achievement of the targeted outcome(s) and reports on the progress towards the target?*>* |

1. [Tasmanian Government Project Management Guidelines: Section 4 Organisational Change Management and Outcome Realisation Planning](http://www.projectmanagement.tas.gov.au/guidelines/pm6_4.shtml) – 4.2 Outcome Realisation [↑](#footnote-ref-1)
2. [Tasmanian Government Project Management Guidelines Version 6.0 (March 2005): Section 1.2 Key Elements in a Project’s Life](http://www.projectmanagement.tas.gov.au/guidelines/pm6_1.shtml#key1_2) [↑](#footnote-ref-2)
3. [Tasmanian Government Project Management Guidelines Version 6.0 (March 2005): Section 4 Organisational Change Management and Outcome Realisation Planning](http://www.projectmanagement.tas.gov.au/guidelines/pm6_4.shtml) [↑](#footnote-ref-3)
4. Working groups are dedicated to producing a well defined output within a specific time frame. A working group has no life beyond the delivery of that output. [↑](#footnote-ref-4)