



RSL

NSW

**PROGRAM
MANAGEMENT
MANUAL**

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Author

Name:	Jon Childs
Title:	Program Manager

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2. [Project Business Case Template](#)
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4. [Program Progress Report Template](#)
5. [Project Progress Report Template](#)
6. [Handover Report Template](#)
7. [Program/Project Risk Register Template](#)
8. [Program Change Request Register Template](#)
9. [Program Benefits Register Template](#)
10. [Program Closure Report Template](#)
11. [Lessons Learned Register](#)
12. [Project Control Board Charter Template](#)
13. [Program Steering Committee Charter](#)

1. Introduction

This Program Management Manual has been produced to guide the development and management of the program of projects (Veterans First Program) that will implement RSL NSW's 2021- 2026 Strategic Plan. Program management enables the strategic alignment of activities and detailed coordination of dependencies and risk. Good program management is regarded as an important factor in supporting transformational change in an organisation.¹

The Manual has the following objectives:

- a. Provide standardised guidance for the life cycle of a project
- b. Outline the governance controls for the program
- c. Provide tools and templates to support the planning and monitoring of projects
- d. Be a repository of program management knowledge to be continually refined as lessons are learned from the implementation of various projects, stream and tasks.

The Manual is informed by a project management methodologies including Project Management Institute's *Guide to the Project Management Book of Knowledge (PMBOK)* and *PRINCE2: Project Management in Controlled Environments* Project Life cycle.

The acronyms and definitions used in this Manual are at Annexes A and B respectively. The Program Management Office (Located at ANZAC House) is responsible for updating this Manual based on user feedback and the Lessons Learned register.

2. Program Design

The Strategic Plan Implementation Program has been designed around the deliverables specified or derived from the initiatives and success measures of the RSL NSW's 2021- 2026 Strategic Plan. A database of the initiatives is at this [link](#). An overview of the Program and its projects is at Annex C.

3. Project Life Cycle

Each project in the Program will go through the life cycle as detailed below.

3.1 Initiation Phase

The initiation stage of the project management life cycle is when you meet with end-users and stakeholders to understand their goals, motivations, and hopes for the project. The key project management steps for the initiation stage include:

- a. Identifying project objectives and deliverables based on understanding the problem that is to be resolved
- b. Outlining key deliverables that will resolve the problem

¹ BCG, [Transformations that work and why](#), November 2017

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- c. Outlining project risks, dependencies, constraints, and priorities
- d. Establishing project scope based on deadlines and available resources
- e. Substantiating the value of the project with a business case
- f. Submitting a Project Initiation Document (PID) to the Program Management Office (PMO)
- g. On the approval of the PID, developing a supporting Business Case.

The templates for the Project Initiation Document (PID) and Business Case are at Enclosures 1 and 2 respectively.

3.2 Planning Phase

The Planning Phase frames a set of plans which help to guide the project through the Implementation Phase and Closure phase. The project plan should include all the essential details related to the project goals and objectives and should also detail how to achieve it. It is the most complex phase in which project managers take care of operational requirements, design limitations, and functional requirements.

The project plan will reflect the following planning activities:

- a. Confirmation of scope based on purpose and objectives
- b. Assumptions and constraints (e.g. time and resource limitations)
- c. Work Breakdown Structure (WBS) that deconstructs all the activities that must occur for each deliverable²
- d. Budget which is based on the labour and materials required to conduct the activities identified in the WBS
- e. Schedule that sequences all the activities identified in the WBS, recognizing where there are dependencies and hence the critical path of the project
- f. Plans to manage risk, quality, engagement and benefit realisation.

The Project Plan Template is at Enclosure 3.

3.3 Implementation Phase

The Implementation Phase is where project-related processes are implemented, tasks are assigned, and resources allocated. It involves building deliverables and satisfying user requirements. Project managers or stream leaders accomplish the tasks through resource allocation and by keeping the team members focused.

Key activities in the Implementation phase include:

- a. Producing the project deliverables

² See: <https://www.workbreakdownstructure.com/>

- b. Monitoring, reporting and adjusting for variances against the plan in cost, scope and schedule
- c. Managing risk mitigation so issues do not arise
- d. Continual and consistent communication with users and stakeholders
- e. Development and provision of instructions and/or training for the implementation of project deliverables
- f. Business unit acceptance of the deliverables

The Program and Project Progress Report Templates are at Enclosures 4 and 5 respectively. The Handover Report Template is at Enclosure 6. The following project register templates are also enclosed:

- a. Program/Project Risk Register Template – Enclosure 7
- b. Program Change Register Template – Enclosure 8
- c. Program Benefits Register Template – Enclosure 9.

3.4 Closure Phase

The Closure Phase is the final phase of the Project Management life cycle. The key activities in this Phase are:

- a. Ensuring all project costs have been captured
- b. Confirming that the deliverables are working
- c. Identifying lessons learned to improve the planning and execution of future projects
- d. Confirming all project documentation is complete and appropriately stored
- e. Completing the Closure Report for the PMO
- f. The PMO reviewing the lessons learned and determining action for them in the Lessons Learned Register.

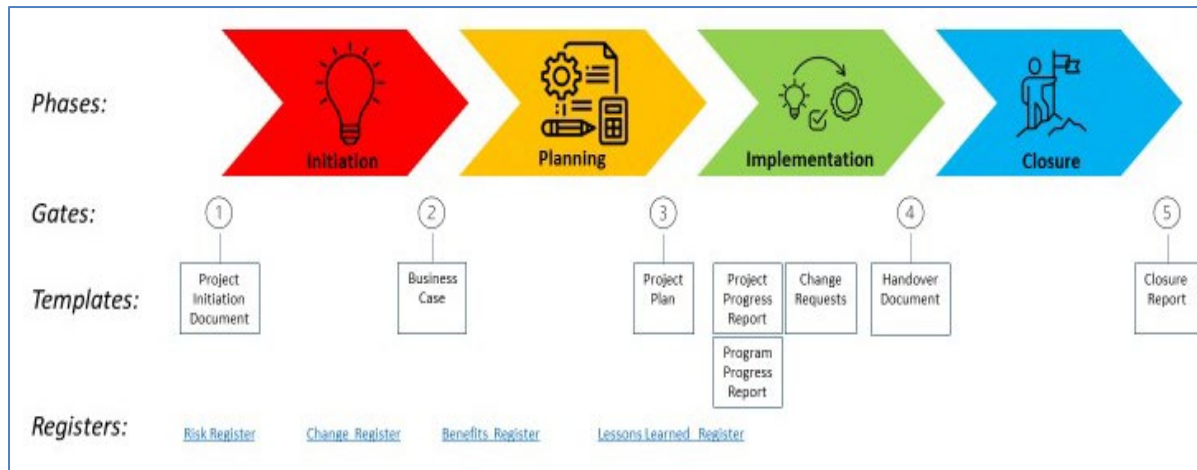
The Closure Report Template and the Lessons Learned Register Templates are at Enclosures 10 and 11 respectively.

4. Governance

4.1 Control Gates

To monitor, review and control the progress of projects, there are control gates for each of the phases explained above. Each of the five gates shown in Figure 1 below relates to a project artefact that is reviewed and approved by the appropriate governance forum.

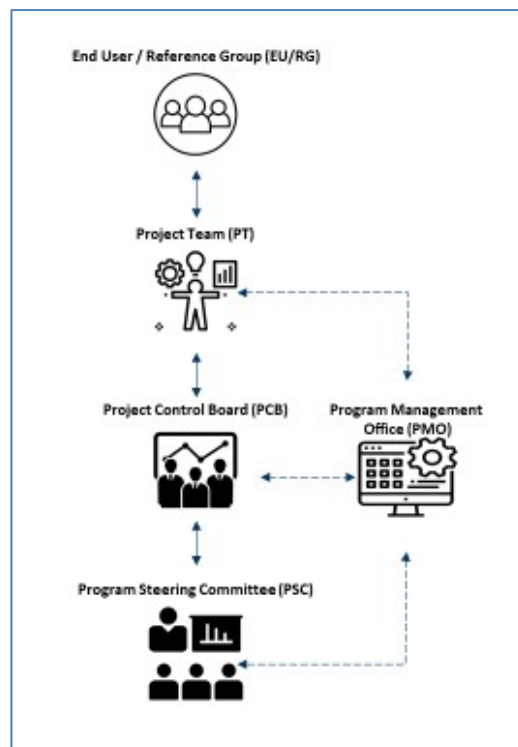
Figure 1 - Control Gates



4.2 Decision and consultation forums

Figure 2 depicts the decision and consultation forums that are formed to support projects.

Figure 2 - Consultation and decision forums



4.2.1 Reference Group

The Reference Group (RG) is formed by a project to engage the people who will use the deliverables from the project and is the key consultation group for the project. The Reference Group is used to:

- Determine the readiness/resistance to change in the organisation
- Champion the project with other users

- c. Advise on the essential and desired characteristics of project deliverables
- d. Advise on the best ways to introduce the deliverables into service.

4.2.2 Project Team

The Project Team (PT) consists of the Project Manager and those creating the deliverables and can change over the life of the project depending on what deliverables are being produced. The PT is responsible for:

- a. Develop all project artefacts for endorsement by the Project Control Board
- b. Forming and engaging the RG
- c. Managing scope, cost and the schedule of the project
- d. Building, testing and releasing the variables
- e. Solving challenges
- f. Providing progress reporting
- g. Escalating issues and risks to the Project Control Board as required.

4.2.3 Project Control Board

The Project Control Board (PCB) is accountable for the successful life of the project. As a minimum, the PCB is made up of the sponsor, the project manager, representative of the RG and an independent member. The PCB Charter Template is at Enclosure 12. The PCB is responsible for:

- a. Alignment of the project with the intent of RSL NSW's Strategic Plan and the needs of end-users
- b. Endorsement of project artefacts
- c. Scope, cost and schedule variation/change oversight
- d. Procurement approval within Sponsor delegation
- e. Risk management oversight
- f. Benefit realisation oversight
- g. Project team capability oversight
- h. Challenging/testing approaches of PT
- i. Identification of opportunities for simplification and improvement.

4.2.4 Program Steering Committee

The Program Steering Committee (PSC) consists of the RSL NSW Executive Leadership Team (RSL NSW LT) and two independents (member volunteers). The PSC Charter is at Enclosure 13. The PSC is responsible for:

- a. The same oversight as the PCB but at the program rather than project level
- b. Approval of all project gate artefacts
- c. Approving all proposed changes to project scope, cost and schedule

- d. Determining whether projects should commence, progress or terminate.

4.2.5 Program Management Office

The Program Management Office (PMO) is the 'honest broker' in the development and coordination of the program of projects. In the early period of the Program, it will consist of just the Program Manager. The key functions of the PMO are:

- a. Induction of Project Teams
- b. Resource oversight (including managing the Program Budget)
- c. Integration of project schedule and dependencies integration
- d. Technical support of projects
- e. Risk oversight
- f. Benefits tracking
- g. Governance process management
- h. Reporting to PSC and RSL NSW Board
- i. Lessons learned / improvements implementation
- j. Endorsement/commentary on all project submissions to the PSC.

4.3 Reporting cadence

Projects will provide progress reports to the PMO no less than once every two months. The PMO will collate and provide these reports and a draft Board paper to the PSC, no less than three weeks before a RSL NSW Board meeting. The templates for the Project and Program Progress Reports are at Enclosures 4 and 5 respectively.

4.4 Roles and responsibilities

4.4.1 Sponsor

The Sponsor of a program or project is responsible for:

- a. Chairs PSC/PCB as appropriate
- b. Reports to RSL NSW Board / PSC
- c. Accountable for program/project delivery
- d. Provides vision and guidance to the program/project manager
- e. Champions program/projects across RSL NSW
- f. Manages contingency
- g. Escalation point for program/project decisions.

For the Program, RSL NSW CEO is the Sponsor, executives reporting to the CEO are appointed Project Sponsors.

Additional guidance on what the sponsor should be seeking to do at meetings is at:

<https://www.pmi.org/learning/library/importance-of-project-sponsorship-9946>.

4.4.2 Program Manager (To be appointed by CEO RSL NSW)

The Program Manager is responsible for:

- a. Leading PMO by example
- b. PMO responsibilities as outlined above
- c. Managing the PSC agenda and forward business list
- d. Drafting all program related reports for the RSL NSW Board
- e. Liaising and advising with sponsors
- f. Coordinating and sequencing project deliverables to minimise the disruption to service delivery and implementation risk
- g. Managing the scope/cost/schedule variation
- h. Risk management
- i. Stakeholder management
- j. Implementation change management
- k. Procurement proposals.

4.4.3 Project Manager

The Project Manager is responsible for:

- a. Leading the Project team by example
- b. Ensuring the Project Team fulfills its responsibilities as detailed above
- c. Liaising with project sponsor, stakeholders and PMO
- d. Drafting all project related reports for the PCB and PMO
- e. Preparing and executing detailed project plans from project initiation to close out
- f. Managing project scope/cost/schedule
- g. Solving issues as they arise
- h. Risk management
- i. Stakeholder management
- j. Change management.

5. Financial Management

5.1 Cost estimation

Cost estimation should commence once the work break down structure is drafted. It starts with the collection of historical costs for similar projects and current market rates for labour. It is important

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to apply a mix of estimation methods and have the final estimation reviewed by someone outside the project such as the PMO. Cost estimation methods to consider include:

- a. Top down³
- b. Bottom up
- c. Historical cost

5.2 Budget determination

Using the cost estimation, the project budget is built in accordance with the CFO's budget framework structure. An important element of the budget will be the decision to allocate a contingency to manage cost risk. In most cases this would not be more than 10% once the project plan is complete. This contingency is for the 'unknown unknowns', however, it is important that the marginal cost of any mitigating actions from the project risk register are included in the project and program budgets.

The PSC is to manage the cost risk of projects by authorising funding through tranches based on key deliverables. Project Managers need to allow enough time to request the authorisation of tranches. Given the limited program budget, project contingency funds should be held by the PMO and released only on the authority of the PSC.

5.3 Spending control

The CFO will allocate a Cost Centre for the Program, and subordinate cost codes for each project. This cost code will be further coded to recognise general ledger items, streams and tasks within each project. This will allow the tracking of fixed and variable costs.

The PMO will ensure monthly project cost reports are available. Project progress reports will reflect planned and actual variations with a forecast to end of project.

5.4 Procurement

The extant RSL procurement processes are to be used. Procurement should seek to balance the risk between cost and quality of good and services.

6. Benefits Management

Benefits management is concerned with tracking and monitoring progress of benefits throughout the program and project management life cycles to ensure that benefits are achieved. Effective management of the benefits across programs and projects allows management to make strategic adjustments in resources to ensure investment objectives are being achieved.

At the program and project level, critically comparing the costs, risks and benefits of each proposed initiative, allows explicit decisions to be made about which to approve, which to defer and which to re-scope.

³ See video explanation at: <https://www.youtube.com/watch?v=ZeeTmmbosXs>

6.1 Baseline data

The capture of baseline measures at the commencement of a project is critical for tracking the achievement of benefits over the lifecycle. It is much easier and more accurate to capture baseline measures at the start of implementation than to try and measure and track benefits and business process changes once the initiative has commenced. The benchmarks established for the current business processes must be used to demonstrate changes as the initiative progresses to implementation. If baseline information is missing because the future state cannot be mapped onto the current situation, some form of statistical modelling may be required.

The design of the Program identifies critical 'enabling' activity (which costs money) that have to be undertaken.

The following should be used as a guide when developing the baseline measurements:

- a. **Criteria** – The project provides an explanation of the baseline indicators and processes to measure them
- b. **Validation** – The PMO will be responsible for validating and approving the baseline indicators and processes that have to be measured
- c. **Timing** – The time that the baseline measurements are taken needs to be in a period of normal activity
- d. **Data collection** – The PT is responsible for gathering the data for the completion of the business case
- e. **Interpretation** – The CFO is to be consulted by the PMO for the interpreting of the baseline data before it is validated and accepted for the business case.

6.2 Benefit Type and classification

The Program Benefits Register Template is at Enclosure 9. It collates the benefits specified in the business case for projects/streams. It requires benefits to be identified as tangible (hard/quantitative) or intangible (soft/qualitative) and classified as follows:

- a. Cost
- b. Revenue
- c. Time/productivity
- d. Reputation
- e. Compliance
- f. Staff engagement.

The benefits of each project/stream business case are entered into the Program Benefits Register once the business case has been approved. Change Requests are used to formally communicate any changes to expected benefits during the lifecycle of the project/stream.

6.3 Benefit management responsibilities

The following are the responsibilities for benefit management⁴:

- a. **Sponsor** - responsible and accountable for program or project success underpinned by delivery of expected benefits
- b. **Program/Project Manager** - responsible for ensuring proper day-to-day management with a strong focus on benefits realisation
- c. **Change practitioner** - oversight and direction of transitional arrangements into business as usual and the embedding of new capability to deliver expected benefits
- d. **PMO** - responsible for maintaining a benefit documentation library for the program or project including version control; the PMO may also be responsible for support and advice on benefits management and for reporting on progress towards benefits realisation
- e. **RSL NSW Board** - responsible for maintaining strategic oversight of the full range of benefits being projected across the organisation.

7. Change Management

Change management and communication are vital in ensuring that the Strategic Plan is successfully implemented to maximise its benefits. The following approach to change management and communication is based upon the Prosci change management methodology.

This Program's change management is designed to ensure that change is implemented smoothly and effectively by:

- a. Specifying the change and its effects on various stakeholders, processes and functions
- b. Outlining the factors required to promote effective change
- c. Providing tools and approaches to communicate the change and manage resistance.

7.1 The need for change management

Organisational change relies on the ability of individuals to adopt change. As such, a key element of change management is understanding, preparing for, and responding to change on an individual level. Figure 3⁵ illustrates the change curve, initially developed by Elizabeth Kubler-Ross to explain the grieving process. It highlights the common emotions and reactions people experience through change and is now commonly used to illustrate the organisational change process.

⁴ <https://www.finance-ni.gov.uk/articles/programme-and-project-benefits-management>

⁵ Source: https://www.mindtools.com/pages/article/newPPM_96.htm

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Figure 3 - The change curve

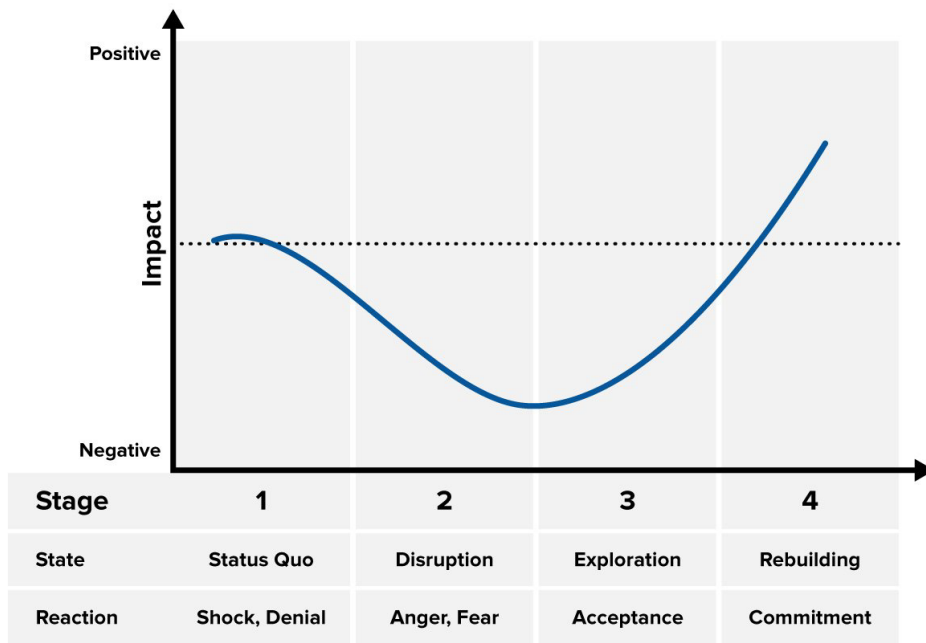
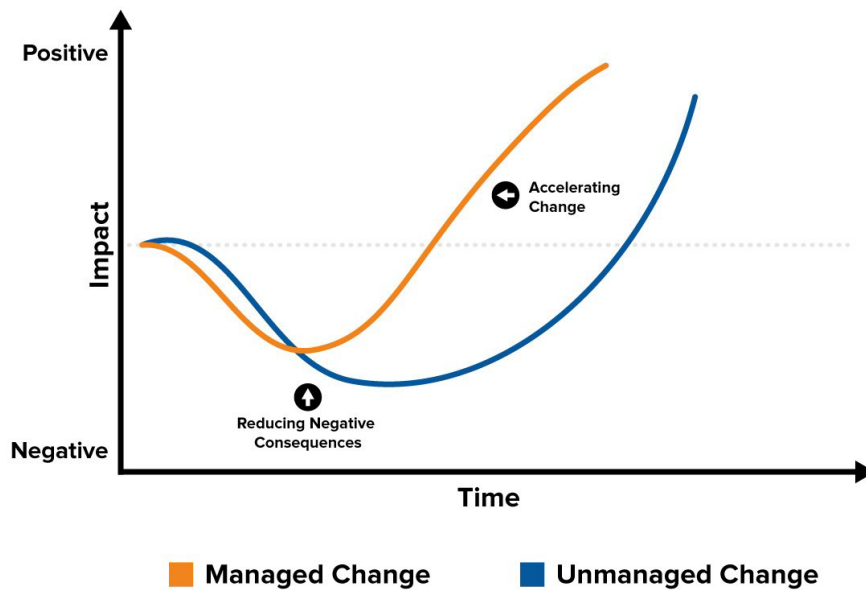


Figure 4⁶ below shows how managed change can help move through the disruptive phase more quickly, reducing the negative impact of the change while accelerating its adoption.

Figure 4 - Minimising change impact



⁶ Source: https://www.mindtools.com/pages/article/newPPM_96.htm

7.2 Change principles

To manage change according to Figure 12 above, the approach should be guided by the following principles:

- a. **Active, visible leadership:** *Provide leadership packs to help managers understand why the change is happening so that they are supported in the change*
- b. **Invest time in communication and change activities:** *Spend a sufficient proportion of time on developing clear communications, engaging with staff, and undertaking other change activities*
- c. **Establish feedback mechanisms to address resistance and ensure continuous improvement:** *Actively manage resistance by seeking to understand concerns and address them accordingly*
- d. **Focus messaging on “what’s in it for me”:** *Communications with those impacted by the change will focus on the benefits it brings to them and their roles, building the “Desire” element of the Prosci ADKAR model (Awareness, Desire, Knowledge, Action, Reinforcement)⁷*
- e. **Flexible:** *Be flexible and responsive to the needs that arise throughout implementation. This involves adjusting, developing tools and providing additional or different support where required*
- f. **Inclusive:** *The change approach is inclusive, entailing widespread engagement, consultation and collaboration with those driving and impacted by the change.*

7.3 Change roles

The following are the key change roles for the implementation of the BTC:

- a. **Project Sponsor:** Lead, build support for, and sustain the change. This includes active involvement in implementation, ensuring adequate resourcing, clear, consistent communication about the change, and engaging with feedback and concerns around the change
- b. **Project Manager:** The Project Manager will incorporate change management into implementation and work closely with the change practitioner to ensure ongoing cooperation between project delivery, communications and change management
- c. **Change Practitioner:** When the program is sufficiently scaled, the PMO should consider the engagement of a Change Practitioner. This individual is responsible for conducting the change impact assessments, developing a detailed communications plan, liaising with the Project Managers to execute these plans and liaising with the Project Sponsor and change champions to support them in carrying out their change roles. The Change Practitioner will also collaborate with the project management team regarding feedback or areas of resistance to inform alterations to implementation and communication
- d. **Leaders and Managers:** Leaders in sub-Branches key in helping to communicate the change, liaise between project staff, sponsors and the Change Practitioner (if appointed), advocate

⁷ See: <https://www.prosci.com/>

for the change, manage resistance, and coach employees through the change. Depending on their location within RSL NSW, managers may be required to significantly contribute towards substantial elements of the change, such as those relating to systems development, facilities, recruitment, and development and distribution of internal processes and procedures

- e. **Program Management Office:** The PMO (Manager) is responsible for overseeing the change and implementation of all projects, ensuring that it integrates with the other projects and reforms being undertaken across RSL NSW. The PMO and Change Practitioner must engage regularly
- f. **Reference Groups:** Per the Strategic Plan, Reference Groups are an important forum to determine the extent of change required to implement a project and to champion the resultant changes. RSL grass roots members should be encouraged to participate.

7.4 Communicating the change

The following table outlines the channels and artefacts to communicate with and influence stakeholders through the various phases of change based on the ADKAR approach of the Prosci change methodology⁸.

Table 1 - ADKAR elements

ADKAR Element	Action
Awareness	<ul style="list-style-type: none"> ▪ Inform RSL NSW members and staff via emails and the RSL NSW newsletter ▪ Inform managers of the changes and their role in shifting the culture to one that prioritises training and development ▪ Develop a dedicated page on the intranet about how the Program is tracking to date, and where people can go for more information.
Desire	<ul style="list-style-type: none"> ▪ Utilise survey responses to determine priorities and areas of potential resistance ▪ Design communications including video blogs to give voice to sub-branches ▪ Identify change champions in each sub-branch and district.
Knowledge	<ul style="list-style-type: none"> ▪ Provide staff with training schedules well ahead of time so they can arrange participation ▪ Provide staff with training and coaching on how they can benefit from the program deliverables ▪ Ensure there are opportunities for staff and members to provide feedback on the programs that is then considered in implementation (surveys, dedicated inbox, team meetings).
Ability	<ul style="list-style-type: none"> ▪ Ensure staff and members can access training ▪ Ensure that trainers regularly visit districts virtually and face-to-face ▪ Monitor participation in projects and adjust as needed.
Reinforcement	<ul style="list-style-type: none"> ▪ Communicate and celebrate wins and milestones

⁸ See: <https://www.prosci.com/>

ADKAR Element	Action
	<ul style="list-style-type: none"> ▪ Track benefits realisation / performance indicators and adjust implementation as necessary ▪ Ensure staff and members are aware that their feedback is being considered ▪ Develop awards system to recognise outstanding achievement ▪ Develop broader engagement opportunities for staff, for example interaction and training with international partners.

7.5 Change impact assessment

The change impact assessment is in Annex C of the Project Plan at Enclosure 3.

7.6 Managing resistance

Given the nature of the RSL organisation there is strong likelihood of resistance to change. Managing resistance to change is a key part of minimising disruption and ensuring sustainable adoption of a change. Resistance to change can occur for a range of reasons, including lack of clarity, exhaustion from excessive change, lack of direction, and concern over the future of positions. It is important that areas of resistance are identified and addressed early to mitigate any adverse consequences.

Resistance to change can be managed by leaders having regular conversations with members, and via feedback mechanisms such as surveys or a dedicated Program inbox that receives questions, concerns and suggestions for improvement. Project teams, and the Change Practitioner (if appointed) in particular, should facilitate these processes, take on the feedback, and recommend any changes to implementation or communication that may improve the final product and enhance adoption. Strong engagement with sub-Branches is essential.

7.7 Change actions

The following are the key change implementation actions:

Who	What
Change Practitioner	Conduct a detailed change impact assessment focusing on specific roles once the project plan has been finalised. Include assessment of any areas of resistance and develop processes to manage resistance going forward.
Change Practitioner. Or appointed person	Develop a detailed communications plan in line with development of project plans following confirmation of implementation.
Change Practitioner and Project Manager / Project Team	Measure baseline success indicators and establish regular review and measurement periods. Utilise those developed in key performance indicators section.

Who	What
Change Practitioner and Project Manager	Develop leadership packs to support sub-Branch leaders in driving the change. This should include a one-pager providing an overview of the change, the reason for the change, and the forward plan for implementing the change. Tailored messaging should also be provided to managers to inform their teams about how the change will benefit them.
Change Practitioner	Establish an inbox for members or staff to ask questions and provide feedback.
Change Practitioner	Establish a system enabling members or staff to provide anonymous feedback.
Sub-Branch leaders	Ensure that members and any employed staff are aware of their access to support that may be required

8. Risk Management

Risk management is an important means to communicate and prioritize activities across projects and the program. The steps of the risk management process are:

- a. Step 1 – Identify the risk: project and program teams (RSL NSW LT) brainstorm all the possible risks such as cost, scope, schedule, quality, business interruption, reputation and place them in the risk register
- b. Step 2 – Analyse the risk: each risk is assessed in terms of likelihood and consequence using the matrix below
- c. Step 3 – Evaluate the risk: establish the risk level of each risk in the risk register because of Step 2
- d. Step 4 – Treat the risk: determine the mitigating actions needed to reduce the likelihood and/or consequence of each risk and therefore what the improved or post-mitigation risk level would be. This is recorded in the risk register noting that not all risks can be mitigated and will have to be accepted.
- e. Step 5 – Monitor and review the risk: The risk register should be reviewed regularly and present at PCB and PSC meetings.

It is important that the cost of the mitigating actions is considered for the project budget.

Figure 5 is risk matrix to be used in projects and the program. The Risk Register Template is at Enclosure 7.

Figure 5 - Risk Matrix

		Negligible	Minor	Medium	Major	Severe
		1	2	3	4	5
Almost	5	5	0	0	0	0
Likely	4	4	8	12	16	20
Possible	3	3	6	9	12	15
Unlikely	2	2	4	6	8	10
Rare	1	1	2	3	4	5

Risk Levels

Very low	1-2
Low	3-4
Moderate	5-9
High	10-19
Very High	20-25

Likelihood Type	Probability of occurrence	Description	Frequency of occurrence
5	Almost Certain	>90% probability	It is expected to occur, almost inevitable
4	Likely	61% – 90% probability	Expected to occur in most circumstances
3	Possible	41% – 60% probability	Might occur in some circumstances - not surprised if it happens.
2	Unlikely	10% – 40% probability	Could occur, surprised if it happens
1	Rare	< 10% probability	Unique, newsworthy and totally unexpected

Consequence Type	Cost	Scope	Schedule	Compliance			
5	Severe	Additional cost >\$500,000	Change in 90% of deliverables	Year delay	Death Permanent total disability	Loss of key operating licence	Significant adverse national/international media
4	Major	Additional cost of \$200,000 to <\$500,000	Change in 70% of deliverables	6 month delay	Multiple moderate injuries requiring hospitalisation	Regulator intervention, stop work immediately/cease activity	High level negative attention from multiple media outlets
3	Medium	Additional cost of \$50,000, to <\$200,000,	Change in 50% of deliverables	3 month delay	Immediate admission to hospital and/or emergency evacuation	Regulator issuing corrective action/directive/show cause action	Sustained negative local media
2	Minor	Additional cost of \$10,000 to <\$50,000	Change in 20% of deliverables	1 month delay	Minor illness/injuries requiring medical treatment	Regulator issuing warning improvement notice for non-compliance	Infrequent negative local media
1	Negligible	Additional cost of up to <\$10,000	Change in 10% of deliverables	2 week delay	Injuries requiring first aid treatment	Potential specific control weakness – no breach established	Public concern restricted to complaints

9. Quality management

In establishing a project, the PT must determine how it will ensure the quality of the deliverables. It needs to establish an appropriate process to ensure quality control. For a policy document, for example, it may entail:

- Checking that the document meets all necessary external standards and internal requirements
- Testing a draft copy with the project's RG for content and ease of use
- Having the final copy approved by the PCB
- Having the final copy accepted by the head of the area responsible for the policy

Technology deliverables will rely on more sophisticated frameworks that will be provided by the contracted implementer.

To support quality, the PMO will conduct process audits on projects to identify quality risks.

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See this link for a more in-depth discussion on quality control: <https://project-management-knowledge.com/definitions/c/control-quality/>.

10. Continuous improvement

To ensure continuous improvement through the life of the program, lessons will be recorded in the Lessons Learnt Register using the template at Enclosure 12. The lessons come from observations through a project's life cycle and the project's Closure Report. Lessons should be identified and discussed with the PMO as soon as they are identified.

11. Document management

11.1 Document storage

All program and project documents are to be stored at the RSL NSW Office 365 OneDrive: <https://trslnsw.sharepoint.com/:f:/r/sites/ExecutiveTeam/Shared%20Documents/Strategic%20Plan%20Implementation/Strategic%20Plan%20Implementation%20Program?csf=1&web=1&e=rLofKn>

The PMO will provide access as required. Project teams are to use the versioning function in OneDrive and not develop a multitude of draft version documents⁹.

11.2 File name conventions

Project file names are to follow the following naming convention: Project Title, Document Name. For example: Services Catalogue Management Process.

⁹ See: <https://www.youtube.com/watch?v=PAzHxh6MiDk>

Annex A: Acronyms

Acronym	Meaning
PCB	Project Control Board
PID	Project Initiation Document
PMO	Program Management Office
PSC	Program Steering Committee
PT	Project Team
RG	Reference Group
WBS	Work Breakdown Structure

Annex B: Definitions

Term	Definition
Assumptions	Any project factor that is considered to be true, real, or certain without empirical proof or demonstration.
Constraints	Limiting factors like technology, resources, time, and cost
Critical path	The longest sequence of tasks that must be completed to successfully conclude a project, from start to finish
Dependencies	Reliant relationships between projects, streams or tasks
Issues	A problem or a realized risk that has been encountered in executing project activities
Program	A collection of projects that together achieve a common purpose
Project	A collection of streams and tasks designed to collectively achieve project objectives
Risks	Factors that can negatively impact the cost, goals, timeline, or results of a project
Stream	A collection of related tasks with multiple two or more deliverables over time
Task	A defined activity with an output/deliverable
Work Breakdown Structure	A deliverable oriented hierarchical decomposition of the work to be executed by the project team.

Annex C:



Strategic Plan Implementation Program Design

GOAL 1 Stand for veterans and their families.	GOAL 2 Tell our story so everyone knows what we do and why we do it.	GOAL 3 Grow membership to support each other and have fun, and help all veterans and their families in need.	GOAL 4 Through collaboration and support, connect veterans and their families to services	GOAL 5 Implement an optimized and sustainable operating and business model.	GOAL 6 Commemorate and pay respect.
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A - Services Project	B – Strategic Advocacy	C - Engagement Project	D - Membership Project	E - Business Model Project
Sponsor: SS/CoSec	Sponsor: SS/CoSec	Sponsor: HoCM	Sponsor: HoCM	Sponsor: CFO
A1 Data baseline establishment with PMO A2 Development/conduct of veteran survey for NPS score towards service access in conjunction with RSL LifeCare A3 Baseline data on advocacy provided to date A4 Services Catalogue including portal/app and management process A5 Written directions framework A6 Design, recruitment and training of WSO volunteer category A7 Integrate volunteer ATDP claims advocate network with RSL LifeCare A8 Sport and Recreation activities pilot A9 Design, recruitment of full of full-time district coordinators A10 District rationalisation A11 Day Clubs Engagement Plan and manager A12 Younger Members Carers Program	B1 Veterans needs research B2 JTA Memorandum of Understanding B3 Research on veteran advocacy needs and gaps B4 Veterans Centres B5 RSL Clubs, Service Associations & Clubs Australia MOU B6 Advocacy management process including responsibilities B7 National covenant with RSL related organisations B8 Advocacy Plan including prioritisation of issues, reviewed annually	C1 Marketing and Communications baseline audit C2 Website optimisation C3 Internal communications process and collateral C4 Brand Guide reflecting repositioning/ refresh C5 Annual Marketing and Communications Plan (including Social Media) C6 ADF Event Presence Plan C7 Community and schools commemorative learning material suite C8 Commemorative guidance support products suite C9 Veterans/families feedback loop and annual validation survey	D1 Establish baseline data for membership growth D2 Customer Relationship Management system D3 Member Recruitment Strategy D4 Free nationally portable on-line membership process D5 Campaign to have Vietnam Veterans ESO join RSL NSW D6 Recruiting and Presence Reporting process	E1 Pooled funding mechanism E2 Sub-branch KPI Reporting Framework E3 New head office location E4 Fundraising and alternate funding streams E5 Governance and regulatory compliance training E6 CY21 administrative cost baseline E7 Accounting system E8 Establish grants advisory function E9 Operating Model Framework

phase one
 phase two
 enabling task

Outcome Measures				
<ul style="list-style-type: none"> Year on year change in Veterans NPS score – possibly ‘sub-Branch wellbeing index’ Number of people accessing services 	<ul style="list-style-type: none"> % of successful advocations p.a. % year on year growth in advocacy issues supported % year on year growth of veterans approaching RSL NSW for advocacy 	<ul style="list-style-type: none"> Year on year growth in positive media coverage Year on year growth in social media followers Year on year growth in website hits Year on year growth of demand for commemorative and education material 	<ul style="list-style-type: none"> Year on year membership growth for Gen X,Y,Z age cohorts (target=20% p.a.) 	<ul style="list-style-type: none"> Sub-Branch administration cost reduction (target=25% by end FY25/26) % year on year commercial revenue growth % year on year fundraising revenue growth % year on year grants revenue growth (200%from 2021n by 2026) % staff completing annual training requirement % reduction in number of sub-Branches



A - Services Project

Purpose

Provide veterans and their families 24/7 seamless access to support based in NSW and nationally

Intent

Working with the Joint Transition Authority (JTA) and RSL organisations, provide a multi-channel one-stop-shop catalogue of services (based on research) supported by full time Wellbeing Support Officers (WSO) and other volunteers while leveraging resources across the country.

Deliverables

Dependencies

- Annual Marketing and Communications Plan
- Annual Members Recruitment Plan
- Relationships with DVA, JTA, RSL organisations and other ESO

Measures

- Year on year change in Veterans NPS score
- Number of people accessing services

Risks

- Project scope, schedule, cost
- Data accuracy
- Sub-branch collaboration
- Reputation/relationships with ESO

No.	Deliverable	Related Initiative/s	Dependency	Comments
A1	Data baseline establishment with PMO	Enabler		
A2	Development/conduct of veteran survey for NPS score towards service access in conjunction with RSL LifeCare	Enabler		
A3	Baseline data on advocacy provided to date	Enabler		
A4	Services Catalogue including portal/app and management process	4.1, 1.6, 5.10		Being coordinated by RSL National
A5	Written directions framework	5.17		
A6	Design, recruitment and training of WSO volunteer category	1.7, 1.9, 3.2		
A7	Integrate volunteer ATDP advocate network with RSL LifeCare	1.11		
A8	Sport and Recreation activities pilot	3.8		
A9	Design, recruitment of full-time district coordinators	1.10, 5.9		
A10	District rationalisation	5.11	A9	
A11	Day Clubs Engagement Plan and manager	4.6		
A12	Younger Members Carers Program	3.10		



B - Strategic Advocacy Project

Purpose

To provide influential advocacy for veterans and strategically position RSL NSW with external stakeholders to support operations into the future

Intent

RSL NSW is implementing a well researched advocacy plan with which to work with government agencies and ESO to improve the wellbeing of its members and the veteran community

Deliverables

No.	Deliverable	Related Initiative/s	Dependency	Comments
B1	Veterans needs research	3.1		
B2	JTA Memorandum of Understanding	1.1	B1, B3	
B3	Research on veteran advocacy needs and gaps	2.3		
B4	Veterans Centres	4.3		
B5	RSL Clubs, Service Associations & Clubs Australia MOU	3.9		
B6	Advocacy management process including responsibilities	2.1		
B7	National covenant with RSL related organisations	4.4		
B8	Advocacy Plan including prioritisation of issues, reviewed annually	2.2, 2.4	B3	

Dependencies

- Marketing/engagement plan
- Veteran needs and services research
- Veterans NPS score survey

Measures

- % of successful advocations p.a.
- % year on year growth in advocacy issues supported
- % year on year growth of veterans approaching RSL NSW for advocacy

Risks

- Project scope, schedule, cost
- Data accuracy
- Reputation/relationships



C - Engagement Project

Purpose

To comprehensively engage members, veterans, other ESO and community to highlight the contributions and enhance the reputation of RSL NSW

Intent

RSL NSW's unity, solidarity and reputation is significantly enhanced through contemporary, clear and consistent messaging across multiple channels.

Deliverables

No.	Deliverable	Related Initiative/s	Dependency	Comments
C1	Marketing and Communications baseline audit	Enabler		
C2	Website optimisation	Enabler	C4	
C3	Internal communications process and collateral	2.5	C4, C5	
C4	Brand Guide reflecting repositioning/ refresh	2.6		
C5	Annual Marketing and Communications Plan (including Social Media)	1.2, 2.7, 2.8, 2.9, 1.3, 5.15, 6.3		
C6	ADF Event Presence Plan	1.5, 1.8, 3.4	A6, A9, C5	
C7	Community and schools commemorative learning material suite	6.1, 6.4	C5	
C8	Commemorative guidance support products suite	6.1, 6.2		Being coordinated by RSL National
C9	Veterans/families feedback loop and annual validation survey	3.5	B1, B3	

Dependencies

- Veteran needs and services research
- WSO / Liaison Officers

Measures

- Year on year growth in positive media coverage
- Year on year growth in social media followers
- Year on year growth in website hits
- Year on year growth of demand for commemorative and education material

Risks

- Project scope, schedule, cost
- Data accuracy
- Reputation/relationships



D - Membership Project

Purpose

To grow membership and expand into younger age cohorts

Intent

RSL NSW membership is growing with an increasing proportion of younger veterans and community volunteers

Deliverables

No.	Deliverable	Related Initiative/s	Dependency	Comments
D1	Establish baseline data for membership growth	Enabler		
D2	Customer Relationship Management system	3.7		
D3	Member Recruitment Strategy	3.3	C3, C4, C5	
D4	Free nationally portable on-line membership process	1.4, 4.3		
D5	Campaign to have Vietnam Veterans ESO join RSL NSW	3.6		
D6	Recruiting and Presence Reporting process	3.7	D2	

Dependencies

- Veteran needs and services research
- Annual Marketing and Communications Plan
- JTA MOU

Measures

- Year on year membership growth for Gen X,Y,Z age cohorts (growth target=20% p.a.)

Risks

- Project scope, schedule, cost
- Data accuracy
- Reputation/relationships



E - Business Model Project

Purpose Intent Deliverables

To operate as a unified and financially sustainable organisation satisfying the needs of veterans and their families now and into the future

RSL NSW is a growing and sustainable organisation utilising its collective resources to provide measurable benefits to veterans and their families. Pooled funding, a rationalised district structure and technology will provide greater simplicity and efficiencies.

No.	Deliverable	Related Initiative/s	Dependency	Comments
E1	Pooled funding mechanism	5.1, 5.16		
E2	Sub-branch KPI Reporting Framework	5.6		
E3	New head office location	5.13		
E4	Fundraising and alternate funding streams	5.5, 5.14		
E5	Governance and regulatory compliance training	5.7		
E6	CY21 administrative cost baseline	5.3		
E7	Accounting system	5.4		
E8	Establish grants advisory function	5.8	E4	
E9	Operating Model Framework	4.2, 4.3, 4.5, 5.2	E7	

Dependencies

- Annual Marketing and Communications Plan
- Annual Members Recruitment Plan

Measures

- Administration cost reduction (target=25% by end FY25/26)
- % year on year commercial revenue growth
- % year on year fundraising revenue growth
- % year on year grants revenue growth
- % staff completing annual training
- % reduction in number of sub-Branches

Risks

- Project scope, schedule, cost
- Data accuracy
- Internal capacity
- District/sub-branch collaboration
- System delivery failure
- Economic downturn
- Reputation/relationships

Annex D: Bibliography

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