



BANK OF PAPUA NEW GUINEA

**Terms of Reference for Project Manager
Strategic Program#22
(Workflow and Records Management)**

Introduction

This document provides the Terms of Reference for a Business Advisor on Project Management for the Bank of Papua New Guinea (BPNG) "Digitise Workflows and Records Management" Program (SP #22).

Background

BPNG's continuing and future success in the volatile, uncertain, complex and ambiguous circumstances of today's financial, political, environmental, social and technological world depends on effective and agile use of data in well integrated business processes and systems to produce and manage the documents and records that evidence the operation and governance of the organisation.

Previous attempts to digitize workflows and Records Management focused on acquiring a technical solution and implementing it business unit by business unit, largely relying on training of staff in each business unit in how to use the various functions of the system to encourage change. There was little sense of contribution to and ownership of the change by end users and the approach cemented "silo" behaviour rather than what would benefit the organisation as a whole. The lack of impact with this corporate system - File Hold - then saw local business unit methods, processes and systems increase in number with duplication, redundancy, poor data and information integrity, substantial manual processing, a lack of integration between systems and a growing strain on storage facilities, particularly those for physical documents.

The Bank commissioned this program of work to ensure all information structures are available to staff in an appropriate, consistent, timely and accessible manner that rationalises processes, systems, storage for Records/Document Management and automation, while supporting an adaptive "enterprise" view (and response) to emerging business needs.

SP22 has several projects active in its portfolio with significant cross dependencies between them. SP22 also impacts on and is impacted by a substantial majority of the current SP's/Sl's and BIP's as well as current BAU activity. It is therefore a relatively large and complex body of work comprising multiple concurrent and interdependent projects and initiatives.

A Business Advisor was appointed to provide program direction. Several Project Managers have been appointed to address FileHold implementation, Process Automation and Transformational Change – this last to address the need for deep and enduring behavior change to support the program and to define the BPNG wide needs in this regard.

The retirement of the incumbent FileHold implementation Project Manager has created an immediate vacancy for the life of the Program. This Project Manager position will commence in October 2018 or as agreed for an initial period of 12 months.

This position will support the Program Director, develop and maintain project management systems (including detailed work plans), oversee the activities of the Project teams for this work effort and ensure reporting and risks/issues management are both timely and effective. The Project Manager may also represent the Program Director as required from time to time.

Objectives

The primary objectives of the Project Manager's role are to:

- Ensure the Program continually addresses and prioritises BPNG organisation wide considerations (including dependencies and implications for other Strategic Programs, Business Improvement initiatives and business as usual) with respect to effective business processes and life cycle management of data, information records and documents. This will require the adoption of and advocacy for a "ONE ENTERPRISE" view over those of individual departments or business units and teams, and also over those of individual staff or stakeholders. Nonetheless "outlier" situations may also be approved at an organisational level where particular department or unit needs are necessarily catered for, but these will be the exception rather than the rule.

- In the context of ONE ENTERPRISE, ensure that the Program continually references and measures performance against achievement of the business outcomes and objectives in the Strategic Plan 2016 - 2020. It will also be necessary to question those strategic objectives and directions continually in the context of emerging changes in political, economic, social and technological factors over time. Ensure that project systems are in place to manage scope, schedule and costs against mandate, briefs, plans and budgets as appropriate.
- Ensure that Program progress and variations against scope, schedule and cost are accurately and transparently reported in a timely fashion through the Program Director to the Sponsor and Strategic Management Office as required.
- Establish and maintain the Program risks and issues register on a continual basis and ensure mitigating actions are carried out as required. Failure of mitigations, new and growing issues and risks, as well as expiry of any risk, are to be reported and where appropriate escalated through the Business Advisor/Program Director to the Program Sponsor with options to eliminate or mitigate those risks.
- Coordinate the activities and resourcing of the teams and staff in the Program, providing performance feedback on a regular basis to individual staff
- Work collaboratively with other functions in BPNG including ICT, HRD and FPMD.
- Ensure the Program continually models organisational behaviour and standards of corporate governance that support the values targeted in the Strategic Plan 2016 - 2020 i.e. Integrity, Transparency, Accountability, Efficiency, Teamwork, Professionalism.
- Ensure that the Program is governed and operates in the context of all other Strategic Programs and Initiatives as well as all Business Improvement projects and necessarily Business As Usual operations. This implies a "portfolio" view (perhaps "informally" in the first instance) that considers dependencies on and for those other activities above, attendant risks and issues, together with opportunities to leverage or pivot into different pathways and directions. As corporate Capability around Program and Portfolio Management develops and matures, this individual Program should be recognised as an exemplar in achieving desired business outcomes and effective business change across the enterprise
- Ensure that the Program provokes and encourages a sense of common ownership of its outcomes across the enterprise through co-design, co-creation, experimentation, open dialogue and a ruthless focus on action learning from every success or failure or null result achieved.
- Promote, provoke and participate in the organisational dialogue about master data management, business purpose, business operating models, corporate capability requirements, policies and standards fundamental to and impacted by the solutions chosen for workflow and process rationalisation and for enterprise records and document management

Assumptions

The completion of this engagement is based upon the following assumptions:

- Required resourcing and budget for the term of the program has been approved
- Executive Commitment to the Program is overt and continual
- The Bank's preferred Project Management methodology (Method 123) will be used throughout the program
- Appropriate stakeholder participation is available as and when required to ensure the program remains on time and to budget
- Timely turn-around of requests for documentation, approvals and other similar key program activities
- Availability of any other documentation or process information that could increase the likelihood of the success of the program within its required timeframes
- Access to program administration skills
- Access to financial management skills
- All SP's, SI's and BIP's are governed universally, jointly and severally as a Portfolio of inter- dependent and complementary business activities.

Scope

The scope of this work effort is described in the following IS / IS NOT table as follows:

IS	ISNOT
Program and Project Management	Project Administration
Organisation wide transformation using data, workflow, document and records management as focal points and vehicles	Workflow & Records/Document Management or business/process improvement specific to a single Department
Full systems development life cycle	Partial systems development life cycle
Strategic Outcomes focused	Outputs focused
Business driven	IT solutions driven

Approach

This program is being conducted in accordance with the Banks adopted Project Governance Framework including use of Method 123.

In broad terms, this involves a four phase approach as follows:

- Stage 1 - Project Initiation
- Stage 2 - Project Planning
- Stage 3 - Project Execution
- Stage 4 - Project Closure

For FileHold, Stage 1 is complete, Stage 2 is iterative and ongoing and Stage 3 has mobilized.

Project Briefs and Plans have been produced and updated as appropriate to the course of SP22, the outcomes achieved through it and to the changing circumstances in execution of the Strategic Plan 2016 – 2020.

Risks to Manage and initial mitigations where appropriate

- Internal resistance to transparent process re-engineering and development of new skills will emerge. This Program will demand and depend on culture change, new skills, firm disciplines and governance. A Change Plan (including a Communications strategy and Plan) needs to operate, to monitor attitudes and feedback, capture organisational "stories", highlight lessons, create learning opportunities, reward behavior change, anticipate and understand resistance and promote benefits. This will be the immediate responsibility of the Program Director supported as appropriate by the Project Manager
- Many "electronic document management" programs fail. Typically new technical systems are focused on and installed but used only narrowly and partially, and the intended benefits are not realised. The program therefore needs to emphasise involvement of end users and stakeholders throughout the design, selection or delivery, and implementation and rollout of the Program. Above all this should not be seen or regarded as a technical or IT system project
- Project delivery will happen in the context of and through inter-dependencies with other key SP22 activities. New tools and methods, external training, facilitation and quality assurance amongst other things, will be needed initially and at appropriate stages through the program and the individual projects within it.

Deliverable

The following deliverables will be directed through the Program Director to the Sponsor:

- Agreed Terms of Reference
- Weekly progress reports

- A Program Plan
 - Risk Register
 - Issues Register
 - Budget
 - Resource plan
 - Change plan
 - Communications plan
 - Procurement plan
- (as required from time to time)

Sponsor

The Sponsor of this Program is Mrs. Elizabeth Genia, Assistant Governor, Corporate Affairs Group, Bank of Papua New Guinea.

The Business Advisor directing the Program and to whom the Project Manager reports is Mr. Graeme Hopgood

This Terms of Reference can only be altered by and in consultation with the Sponsor and Business Advisor/Program Director.

The Sponsor is responsible for the initiation and governance of the program, agreeing the Terms of Reference, ensuring that the facilities and resources necessary to complete the Program are available, resolving issues escalated from time to time and for signing off the program and its deliverables as complete.