

THE PROBLEM

- \$40M Project Portfolio With No Clear Value Proposition
- Over-Committed Project Staff With Zero Experience In Benefits or Value Management
- Overly Complex Enterprise-Level Benefits Processes and Toolsets
- Increasing Pressure to Demonstrate Value for Project Spend

The Australian Taxation Office (ATO) Digital Wholesale branch found itself in an all-too-familiar situation. After years of a solely BAU focus, they were suddenly in charge of a \$40M project portfolio.

With that portfolio came increased scrutiny and pressure to oversee, report on and demonstrate the realisation of value on that project spend.

The branch had no project or benefits management processes in place. On top of that, branch staff were notably over-committed. Several staff were trying to do 3 or 4 roles at once. With nothing in place, and staff snowed under, the branch soon found itself on the metaphorical 'naughty list' with the ATO's enterprise Value Management Office.

“ Thank you for inspiring me.

- Hope Tulk, ATO Enterprise Value Management Office

WHAT WE DID

- Understood Pain Points to Create Quick Wins
- Embedded A Value Mindset by Uplifting Staff Capability
- Designed and Rolled Out, and Guided the Organisation on the use of a Tailored, Streamlined Value Approach and Toolset

The branch staff needed simple, fast and effective solutions. There was no room for over-cooking here. We needed to identify real organisational value to preserve the branch's reputation.

We implemented a tailored version of our Valuable Change toolset to rapidly create and drive value from this project portfolio. We used a 3-prong approach:

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Despite each project being already mid-delivery, we were able to guide staff to identify and clarify their project's true value. This had crucial flow-on effects when it came to the remainder of their project design and management.

THE RESULT

- Absurdly Quick Value Clarity, Noted as 'What Great Looks Like'
- The Streamlined Approachability of the New Branch Method Inspired an Organisation-Wide Review of Benefits Processes

In a short amount of time, the branch found itself with truly valuable projects. Outcomes and benefits were clear and understood. Baselines and targets were set. Monitoring was functional and in place.

However, that's only part of the success of this engagement. **The true testament of success came when the ATO's Value Management Office had a look at the work done with this branch. The branch was quickly identified as an organisational 'exemplar' of what great Value Management can look like. This led to us working with the Value Management Office to review their own enterprise level frameworks and processes drawing from both our advice and the work we did with the Digital Wholesale branch as inspiration.**