



**Community
Legal Centres
Queensland**

Supporting digital change in your community legal centre

Community Legal Centres Queensland Webinar

17th July 2024

Presented by Max Madden, Ken Porter & Ricky Chomphu

Acknowledgement of country

Community Legal Centres Queensland acknowledges the traditional owners of the land on which we are holding this presentation, the Turrbul and Jaggara people.

We pay our respects to their elders, past, present and emerging, and acknowledge the important role Aboriginal and Torres Strait Islanders continue to play in our society.

As this presentation is being viewed throughout Queensland, we also pay respect to the traditional owners of the land throughout the country and extend a warm welcome to any First Australians listening to this presentation.

Agenda

Start	Duration	Topic	Contents
14:00	5 minutes	Introduction	Introductions and Acknowledgement of Country
14:05	15 minutes	Requirements Management	<ol style="list-style-type: none">1. Understanding organisational needs through requirement gathering2. How does an organisation gather requirements?3. How can requirements be used to achieve fit for purpose outcomes?
14:20	5 minutes	Q&A	Requirements Management Q&A
14:25	10 minutes	Training and Support Strategies	<ol style="list-style-type: none">1. Developing a training strategy for technology change2. Tiered Training Programs and Best Practices3. Support Channels and Resources
14:35	5 minutes	Q&A	Training and Support Strategies Q&A
15:40	15 minutes	Risk and Issue Management	<ol style="list-style-type: none">1. Managing Risks2. Managing Issues
15:55	5 minutes	Q&A	Risk and Issue Management Q&A

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Details of presenters (short bio) & organisation



Max Madden
Manager | QLD

MinterEllison Consulting

Max has over 5 years of experience enhancing business performance, and streamlining project delivery thorough data analysis, benchmarking, and strategic guidance. Max has supported a variety of clients in the public and private sectors, through a range of engagements such as Project and Program Management, Digital Transformations, Process Automation for Legal Contracts, Legal Solution Implementation, Benchmarking and Data Analysis.

Key Expertise:

- ✓ Project and Program Management
- ✓ PMO Governance and Assurance
- ✓ Digital Transformation
- ✓ Contract Automation Solutions
- ✓ Legal Process Automation
- ✓ Data Analysis & Machine Learning
- ✓ Benchmarking and Commercial Modelling



Ken Porter
Director - Automation &
Client Solutions | QLD

MinterEllison

Ken has over 15 years of experience in litigation support and legal technology across the APAC region and his current team drive key initiatives under MinterEllison's digital & automation strategies. He has extensive experience engaging with internal and external stakeholders to identify opportunities for optimisation and the application of digital solutions. Ken's team procures off-the-shelf platforms and also develops bespoke solutions for service delivery.

Key Expertise:

- ✓ Change Management
- ✓ Solution design and implementation
- ✓ Lean Six Sigma and Agile methodologies
- ✓ People Leadership
- ✓ Strategy planning and execution



Ricky Chomphu
Consultant | QLD

MinterEllison Consulting

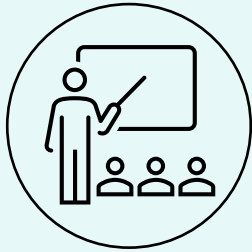
Ricky has a comprehensive background in strategic procurement, supplier relationship management, and process optimisation. His experience spans conducting research, developing frameworks, and facilitating the execution of procurement strategies for substantial public and private-sector clients. His expertise is marked by a strong foundation in financial analysis, in-depth market research, risk mitigation, and the implementation of solutions that foster operational excellence across various industries.

Key Expertise:

- ✓ Strategic Sourcing Experience
- ✓ Senior Stakeholder Engagement
- ✓ Market Research and Analysis
- ✓ Data Analysis & Business Intelligence
- ✓ Procurement Best Practices
- ✓ Automation Solutions Development

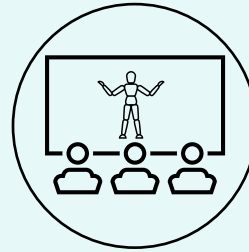
Structure of this webinar

1. Informative Content



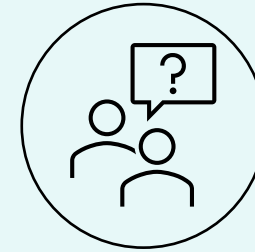
- ✓ Present best practices and key concepts for each section.
- ✓ Provide clear and concise explanations, making the content accessible for participants with varying levels of experience.

2. Applied Content



- ✓ Reinforce and contextualise the information through a hypothetical scenario.
- ✓ Demonstrate practical application to help participants understand how to implement these practices in real-life situations.

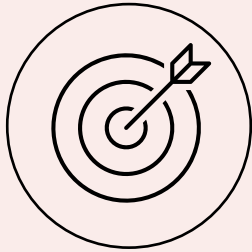
3. Summary and Q/A



- ✓ Summarise the key learnings from each section.
- ✓ Extend the opportunity for participants to ask questions and seek further clarification on the topics covered..

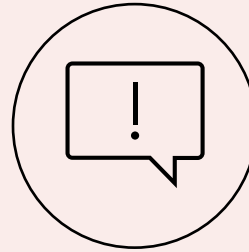
Aim of this webinar

Objectives of this Webinar



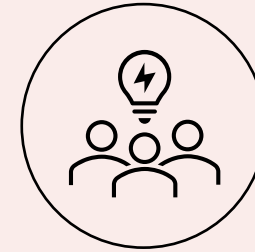
- ✓ Understand the key aspects of Requirements Gathering and Management.
- ✓ Learn how to develop effective Support Channels and Training Strategies.
- ✓ Gain insights into Risk and Issue Management for Technology Change.

Why it's Important?



- ✓ Effective requirements gathering ensures that technology solutions meet organisational needs and goals.
- ✓ Proper support channels and training strategies enhance user adoption and confidence in new systems.
- ✓ Managing risks and issues is crucial for success in technology projects, reducing disruptions, and maintaining quality.

How Can It Apply to Your Work?



- ✓ Equip yourself with tools and knowledge to gather and manage requirements for future technology change.
- ✓ Learn how to establish support channels and implement training strategies for smooth technology transitions.
- ✓ Improve your ability to manage risks and address issues, ensuring project success.

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1.1 Understanding Organisational Needs Through Requirement Gathering

Understanding organisational needs through requirement gathering is crucial for developing effective and tailored solutions that drive successful change and align with the organisation's strategic objectives.



Why is it important to gather requirements?

Gathering requirements is important because it helps us understand what the organisation needs to achieve its goals, ensuring that any changes we make are relevant and effective.

- ✓ Aligns with organisational goals
- ✓ Identifies and prioritises needs
- ✓ Reduces project failure risk
- ✓ Improves stakeholder communication
- ✓ Reduces project failure risk
- ✓ Provides a basis for success measurement



What requirements need to be gathered?

We need to gather requirements about the organisation's goals, challenges, processes, resources, and stakeholder expectations to ensure that we address all critical aspects.

- ✓ Technical requirements
- ✓ Regulatory requirements
- ✓ Budget constraints
- ✓ Market trends
- ✓ Cultural considerations
- ✓ Training needs



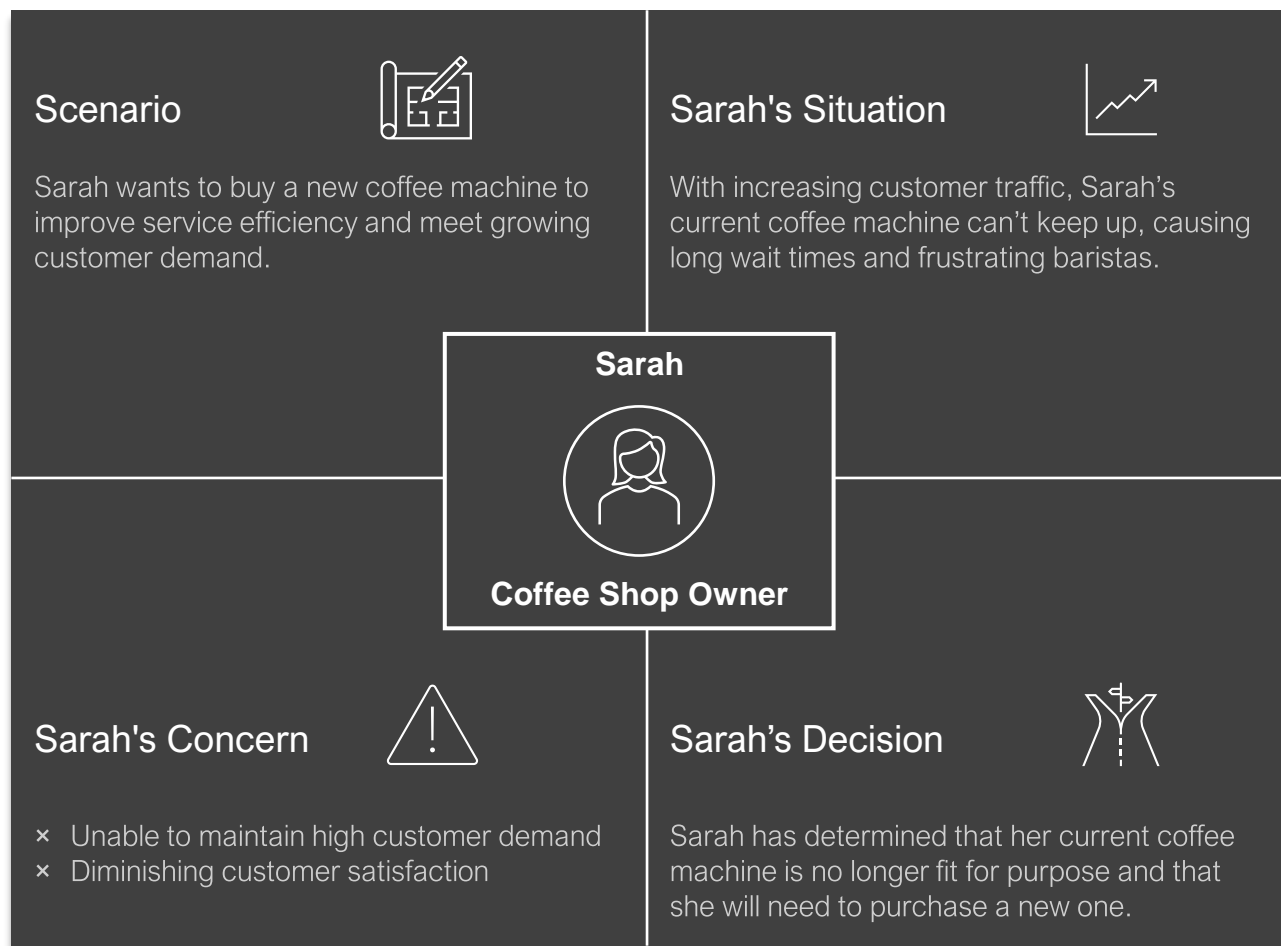
How can I use the gathered requirements to achieve a fit for purpose outcome?

By analysing the gathered requirements, we can design solutions that specifically address the identified needs and problems, ensuring that the outcome is tailored to the organisation's unique context and objectives.

- ✓ Effectively evaluate potential solutions
- ✓ Conduct cost-benefit analysis
- ✓ Consider scalability and future growth
- ✓ Assess vendor capabilities and support
- ✓ Plan for change

Requirements Scenario 1: Understanding the Needs of a Coffee Shop

An example scenario for how an organisation gathers requirements is outlined below. Sarah is a coffee shop owner looking for a new solution to solve her problem and situation.



Problem



The outdated machine leads to slow service, frequent breakdowns, and customer complaints, risking the café's reputation.

Solution



Sarah gathers input from her staff, evaluates various coffee machines and selects one that meets their needs and budget.

Gathering requirements would help Sarah understand her coffee shop's needs, ensuring the new machine addresses issues and aligns with business goals, improving efficiency and customer satisfaction.

Sarah might consider the following?

- ✓ Do I need specific technical specifications?
- ✓ Will it meet health and safety compliance?
- ✓ Is ease of use important?
- ✓ How much maintenance is there?
- ✓ What are my budget constraints?

How will Sarah use them?

Sarah uses gathered requirements to evaluate and pilot test various coffee machines. She selects the one that fits best and integrates with a clear plan and staff training, reducing waiting times and enhancing customer satisfaction.

1.2 How does an organisation gather requirements?

Gathering requirements involves directly engaging with employees through various methods, capturing key findings and using visual tools to communicate and understand the gathered information.



Engage with employees

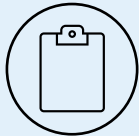
Engage with employees in workshops, focus groups, or interviews to gather their insights on what is needed to improve processes, business functions, or meet requirements like compliance and regulations.

Focus Groups & Interviews



Direct discussions with individual stakeholders or broader groups for in-depth insights

Conduct a Survey



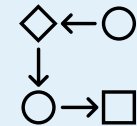
Structured questionnaires to gather broad, quantifiable data



Capture key findings

Record key points and take detailed notes during meetings to ensure all important information is captured. Additionally, use audio or video recordings to accurately capture discussions, ensuring no detail is overlooked or forgotten.

- ✓ Note any suggestions
- ✓ Note any recurring themes
- ✓ Document specific requirements or themes



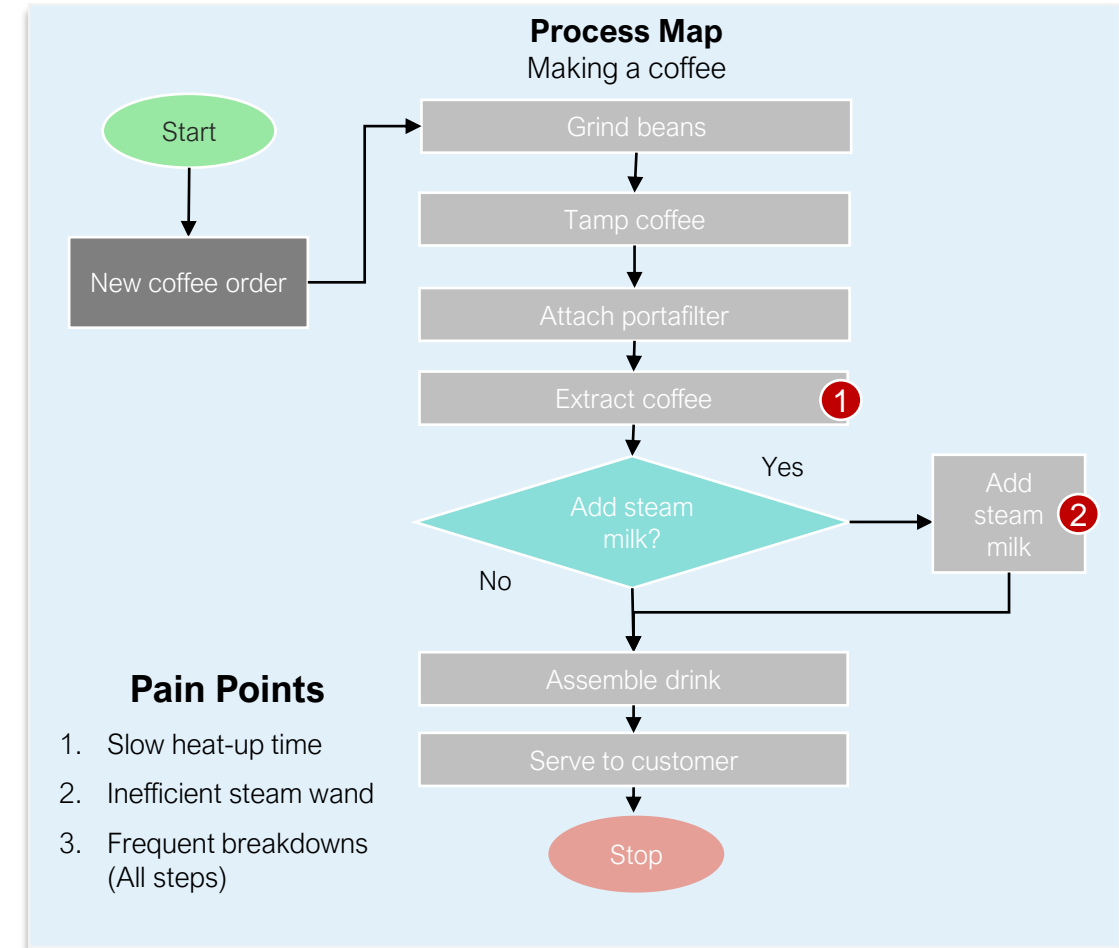
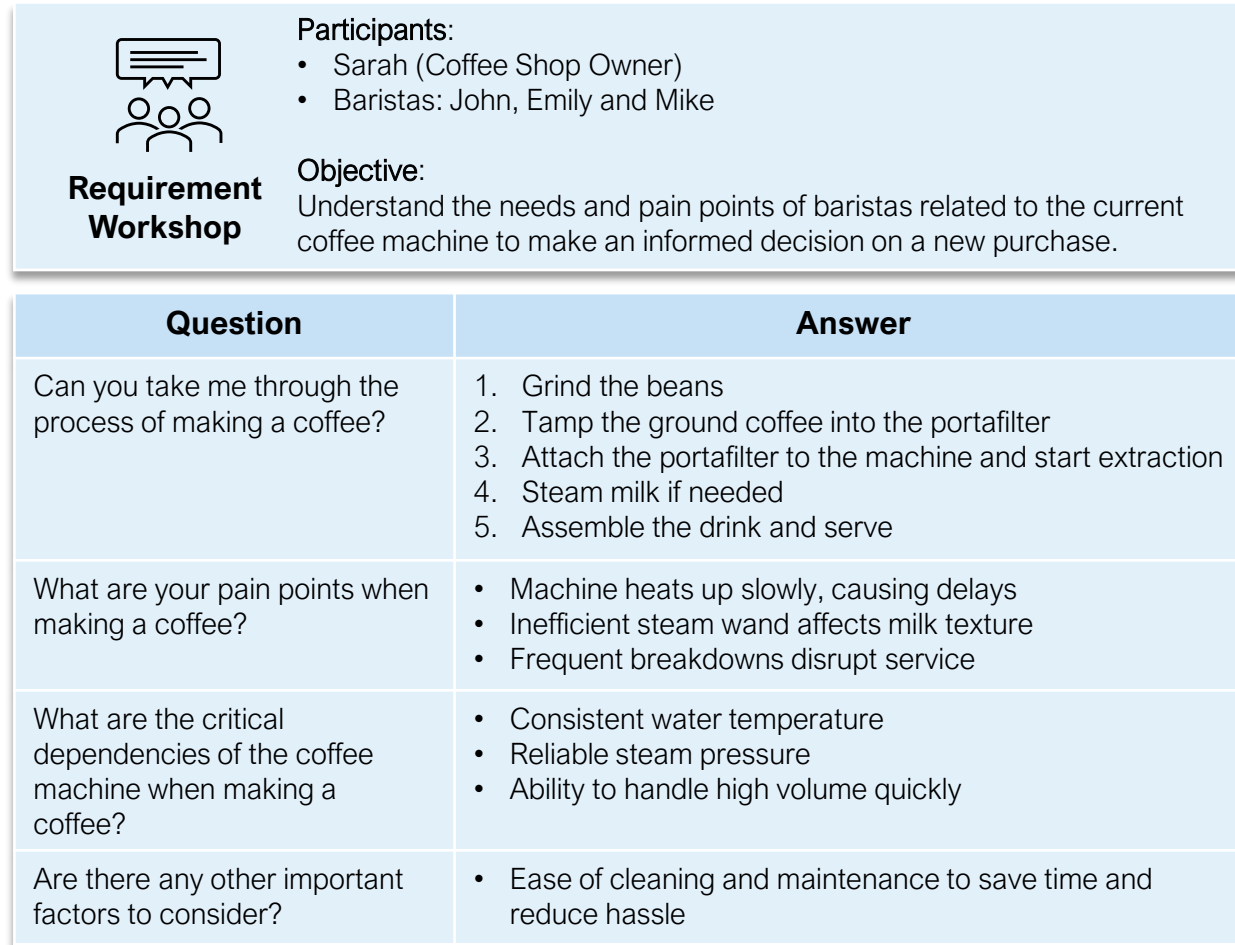
Communicate understanding through visual tools

After gathering requirements, organisations can use visual tools to ensure stakeholder alignment and effectively manage change.

- ✓ Use flowcharts, process maps, or diagrams to illustrate new workflows
- ✓ Create process maps to visualise current workflows and their impact
- ✓ Lay a foundation for new systems, ensuring effective changes and smooth transitions

Requirements Scenario 2: Requirement Gathering for a Coffee Machine

Sarah engages with her employees through workshops, asking key questions to gather insights. She captures various requirements, which is then communicated to stakeholders using visual tools to ensure a clear understanding of the needs for the new coffee machine.



1.3 How can requirements be used to achieve fit for purpose outcomes?

Organisations should leverage their gathered requirements to facilitate fit-for-purpose outcomes. By have a comprehensive understanding of what your organisation's needs, it ensures that stakeholders are informed when making key decisions and that the outcomes align to the organisation's needs and goals.



Validate and prioritise requirements

Ensure the requirements are accurate and prioritised to effectively guide the selection and implementation of solutions that meets the organisation's needs.

- ✓ Engage with stakeholders to confirm requirements
- ✓ Rank requirements based on their importance and impact (utilising value vs complexity framework)
- ✓ Use feedback loops to validate accuracy, criticality and overall importance

Prioritisation	
Requirements	
Requirement 1	High
Requirement 2	High
Requirement 3	Medium
Requirement 4	Medium
Requirement 5	Low



Determine feasibility

Use the validated requirements to assess if the proposed outcome meets the necessary criteria.

- ✓ Compare requirements against potential solutions
- ✓ Ensure the outcome aligns with business needs and goals
- ✓ Conduct feasibility studies to confirm suitability

	Option 1	Option 2	Option 3
Requirements			
Requirement 1	Option 1 Information	Option 2 Information	Option 3 Information
Requirement 2	Option 1 Information	Option 2 Information	Option 3 Information
Requirement 3	Option 1 Information	Option 2 Information	Option 3 Information
Requirement 4	Option 1 Information	Option 2 Information	Option 3 Information
Requirement 5	Option 1 Information	Option 2 Information	Option 3 Information



Eliminate unnecessary outcomes

After gathering requirements, organisations can use visual tools to ensure stakeholder alignment and effectively manage change.

- ✓ Identify outcomes that deviate from the requirements
- ✓ Remove solutions that do not add value or are redundant
- ✓ Focus on implementing outcomes that align perfectly with needs

	Option 1	Option 2	Option 3
Requirements			
Requirement 1	Option 1 Information	Option 2 Information	Option 3 Information
Requirement 2	Option 1 Information	Option 2 Information	Option 3 Information
Requirement 3	Option 1 Information	Option 2 Information	Option 3 Information
Requirement 4	Option 1 Information	Option 2 Information	Option 3 Information
Requirement 5	Option 1 Information	Option 2 Information	Option 3 Information

Requirements Scenario 3: Evaluate Coffee Machines Against Requirements



Scenario:

Utilising the gathered requirements from the workshop, Sarah now has a set of requirements which she can evaluate the most suitable solution for her needs to ensure a fit for purpose solution.

Coffee Shop

Selection Scenario Sarah can compare the different features of each option against what she needs and what she doesn't need to determine the most fit for purpose solution.

Coffee Machine Options




Sarah is going to procure a coffee machine and is speaking with 3 prospective vendors. The features of each machine will be reviewed against the gathered requirements.

Gathered Requirements



- ✓ Quick heat-up time
- ✓ Efficient steam wand for milk texture
- ✓ Reliable and durable
- ✓ Consistent water temperature
- ✓ Handles high volume quickly

	BrewMaster Pro	CafeQuick Ultra	EspressoElite 
Requirements			
Quick heat-up time	30 Seconds	45 Seconds	25 Seconds
Efficient steam wand for proper milk texture	High-efficiency	Basic	Advanced
Reliable and durable to minimise breakdowns	Built-in maintenance alerts	Requires frequent manual cleaning	Self-cleaning feature
Consistent water temperature	Consistent water temperature control	Temperature control varies slightly	Precise temperature control
Handles high volume quickly	50 orders per hour	40 orders per hour	60 orders per hour
	Strong contender meeting most requirements effectively.	Falls short in several areas, making it less suitable for the café's needs.	Best fit, offering advanced features, reliability and high performance that aligns with needs.

Key Takeaways: Understanding Organisational Needs and Practical Application

Requirement gathering is essential for ensuring successful project outcomes by aligning solutions with stakeholder needs and strategic goals.

1. The Importance of Requirement Gathering



- ✓ **Why It's Important:** Essential for aligning stakeholder needs with project outcomes
- ✓ **What Requirements Need to Be Gathered:** Capture functional, non-functional, technical, and business requirements
- ✓ **How We Can Use Them:** Inform solution design, decision-making, and strategic alignment

2. How to Gather Requirements



- ✓ **Engage Employees:** Involve stakeholders and end-users in the process
- ✓ **Capture Findings:** Document requirements through various methods
- ✓ **Visualise Understanding:** Use diagrams and models to identify gaps and dependencies

3. How Requirements Can Be Used to Achieve Fit-for-Purpose Outcomes



- ✓ **Validate:** Ensure requirements are accurate and feasible
- ✓ **Prioritise:** Focus on the most critical requirements
- ✓ **Determine Feasibility:** Assess solutions against gathered requirements
- ✓ **Eliminate Unnecessary Outcomes:** Filter out non-essential requirements

Practical Example: Sarah's Coffee Shop



Sarah needed a new coffee machine to handle increased customer demand and improve service efficiency.

- ✓ Engaged her employees, captured findings and visualised in a process map
- ✓ Validated and prioritised the captured requirements, assessed feasibility of solutions and eliminated unnecessary outcomes
- ✓ Selected an outcome that was fit for purpose

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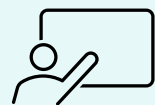
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2.1 Training Strategies for Technology Change

By prioritising training in change management, organisations can ensure a more seamless transition, foster a positive work environment, and ultimately achieve their strategic objectives.



Why is training important?

Gathering requirements is important because it helps us understand what the organisation needs to achieve its goals, ensuring that any changes we make are relevant and effective.

Benefits of implementing training and support

- ✓ Smooth transition
- ✓ Enhanced employee competence
- ✓ Increased efficiency and productivity
- ✓ Consistency and compliance
- ✓ Supports continuous improvement

Negative Impacts of not implementing training and support

- × Decreased employee productivity
- × Lower employee morale
- × Higher operational costs
- × Inability to adapt to change
- × Inconsistent performance








Steps to implement effective training programs

Implementing these steps ensures an affective training program that helps an organisation by systematically addressing training needs, aligning training objectives with organisational goals and fostering continuous improvement.

Assess Training Needs	Conduct a training needs assessment to identify gaps and assessments
Develop a Training Plan	Create a comprehensive training plan that outlines objectives, methodologies, and timelines
Choose Training Methods	Select appropriate training methods (e.g. workshops, e-learning, on-the-job training) based on the needs and preferences of employees
Engage Stakeholders	Involve key stakeholders in the planning and implementation process to ensure buy-in and support
Evaluate Training Effectiveness	Implement evaluation mechanisms to measure the effectiveness of training programs and make necessary adjustments

2.2 Developing a Training Strategy for Technology Change

Creating an effective training strategy for technology change involves a systematic approach to ensure all users are equipped with the necessary skills and knowledge. Follow these five key steps to develop a comprehensive training plan that facilitates smooth transitions and maximises the benefits of new technology.

 <h3>Assess Training Needs</h3> <p>Conduct a training needs assessment to identify gaps and assessments e.g.</p> <ul style="list-style-type: none"> • What processes are going to change? • Will any new skills be required? 	 <h3>Develop a Training Plan</h3> <p>Create a comprehensive training plan that outlines objectives, methodologies, and timelines e.g.</p> <ul style="list-style-type: none"> • Onsite sessions? • Virtual modules for remote staff? • Training Schedule? 	 <h3>Choose Training Methods</h3> <p>Select appropriate training methods based on the needs and preferences of employees</p> <ul style="list-style-type: none"> • Learning modules for theoretical knowledge • On-the-job training to reinforce learning 	 <h3>Engage Stakeholders</h3> <p>Engage with key stakeholders in the training development process to ensure the training meets everyone's needs and has full support</p> <ul style="list-style-type: none"> • Delivery Teams • BU Leaders • Management 	 <h3>Evaluate Training Effectiveness</h3> <p>Implement evaluation mechanisms to measure the effectiveness of training programs and make necessary adjustments</p> <ul style="list-style-type: none"> • Feedback forms • Performance assessments • Post training observation
<ul style="list-style-type: none"> ✓ Survey Staff to gather insights on their current skills and areas of improvement ✓ Observe daily operations to identify bottlenecks and inefficiencies 	<ul style="list-style-type: none"> ✓ Set clear, measurable goals for each session ✓ Incorporate mix of theoretical and practical components to cater different learning styles 	<ul style="list-style-type: none"> ✓ Schedule regular refresher courses ✓ Use simulation exercises to mimic real-life scenarios 	<ul style="list-style-type: none"> ✓ Host regular meetings with stakeholders to discuss training progress and gather feedback ✓ Encourage stakeholders to participate in training sessions 	<ul style="list-style-type: none"> ✓ Conduct post-training surveys to gather staff feedback ✓ Track key performance indicators (KPIs) ✓ Implement a follow-up plan to address ongoing training needs

2.3 Tiered Training Programs and Best Practices

A tiered training program helps facilitate a smoother transition and promotes continuous professional development. By utilising training best practices, it helps create an engaging training approach and enhances learning outcomes.



Train-the-Trainer

- **Identify SMEs:** Select Subject Matter Experts (SMEs) with deep system knowledge.
- **Training Fundamentals:** Train them on system basics and effective teaching methods.
- **Resource Provision:** Provide comprehensive resources for confident training and support.
- **Foster Collaboration:** Encourage collaboration among trainers for enhanced program effectiveness.

- ✓ Choose SMEs who are enthusiastic and effective communicators
- ✓ Regularly update training materials to reflect system updates
- ✓ Create a feedback loop where trainers can share their experiences and suggestions



Role-Based-Training

- **Group by Roles:** Organise users based on their roles and responsibilities.
- **Customised Curricula:** Develop tailored training programs with real-world scenarios relevant to each role.
- **Interactive Sessions:** Implement engaging and interactive training sessions.
- **Ongoing Support:** Offer continuous support and guidance after initial training.

- ✓ Use role-specific examples to make training more relevant
- ✓ Incorporate hands-on activities to enhance learning.
- ✓ Provide easy-to-access resources for ongoing reference



Deep Dive Modules

- **Advanced Modules:** Offer advanced training modules beyond the basic sessions.
- **In-Depth Knowledge:** Provide comprehensive knowledge and skills.
- **Continuous Learning:** Open these modules to all interested users for continuous learning.
- **Professional Development:** Promote ongoing professional development.

- ✓ Make advanced modules optional but highly encouraged
- ✓ Ensure that content is challenging yet accessible
- ✓ Recognise and reward staff who complete advanced training

Training Scenario 1: Training Program for New Coffee Machine



Scenario:

Sarah's new coffee machine is about to be implemented and she needs to ensure her staff receive the relevant training for the new machine.

Coffee Shop

Training Scenario

Sarah needs to consider where processes may change, or a new skill is required, then she can develop a training program which can ensure that her staff receive effective training in preparation for the new coffee machine.



Assess Training Needs

Identify the specific training needs of baristas

- Using the new coffee machine
- Maintenance of coffee machine
- Improving customer service during peak hours

- ✓ Survey baristas to gather insights on their current skills and areas of improvement
- ✓ Observe daily operations to identify delays in making a coffee



Develop a Training Plan

Develop a detailed that plan that includes:

- Barista accreditation
- Virtual modules for new coffee machine
- Timeline for completing the training before the new machine is implemented

- ✓ Set clear, measurable goals for each session
- ✓ Incorporate mix of virtual training for theory, and in-person for practical training



Choose Training Methods

Use interactive workshops for practical training

- Learning modules for machine maintenance
- On-the-job training for barista skills
- Specialised training for senior barista

- ✓ Schedule regular refresher courses for barista training
- ✓ Virtual modules provide real machine maintenance scenarios
- ✓ Additional on-site barista training



Engage Stakeholders

Engage with key stakeholders in the training development process to ensure the training meets everyone's needs and has full support

- Baristas
- Senior barista
- Day Manager

- ✓ Host regular meetings with the team to discuss training progress and gather feedback
- ✓ Encourage Day Manager to participate in training sessions



Evaluate Training Effectiveness

Implement evaluation mechanisms

- Feedback forms
- Performance assessments
- Observation to evaluate barista performance to new machine

- ✓ Conduct post-training surveys to gather baristas' feedback
- ✓ Track key performance indicators (KPIs) for making coffee
- ✓ Implement a follow-up to address ongoing training

2.4 Support Channels and Resources

Support channels and resources are crucial for change management because they provide ongoing assistance, ensure employees can apply new skills effectively, and address any challenges that arise, fostering a smoother transition and sustained success.



Providing Effective Support Channels

Ensure there are various support channels and resources available to staff post-training. It is important to provide ongoing support through dedicated helpdesks, online resources, and peer support systems to assist staff in applying new skills and addressing any challenges.

- ✓ Enhances skills and keeps staff updated
- ✓ Reduces downtime and resolves issues quickly
- ✓ Boosts confidence with systems and ensures help is available
- ✓ Provides clear assistance channels and promotes transparency
- ✓ Creates a supportive environment and increases job satisfaction
- ✓ Ensures equal access to information and maintains quality



Scaling Support for Growth

Scaling support operations ensures that an organisation can efficiently handle increased demand, maintain high-quality service and provide timely assistance as it grows.

- ✓ Anticipate growth and plan support resources by assessing needs based on growth projections
- ✓ Implement a tiered support structure for quick handling of common queries
- ✓ Continuously update and expand the knowledge base
- ✓ Implement self-service options for efficient issue resolution



Additional Tips for Support Change

- ✓ Use interactive tools to provide instant support and guidance for staff learning new systems
- ✓ Establish peer support groups where staff can share tips and best practices
- ✓ Regularly update staff on available support resources and any new training materials
- ✓ Clearly outline the steps for staff to escalate unresolved issues to management or the vendor
- ✓ Develop a centralised repository of support resources, including guides, FAQs, and instructional videos, accessible to all users
- ✓ Establish Service Level Agreements (SLAs) to ensure prompt resolution of complex issues and minimise disruptions to operations

Support Scenario 1: Support and Resources for the New Coffee Machine



Scenario:

Sarah's new coffee machine is about to be implemented, before the machine arrives Sarah needs to ensure the team has a clear way to get assistance and access additional support resources as required.

Coffee Shop

Support Scenario Having a defined and clear channel for her staff to get help will ensure they can continuously address any challenges that arise during the change.



Establish an Internal Support Channel for day-to-day Assistance

- Emily (senior barista) has received special training and has a deep understanding of the new machine.
- When the new machine is implemented, Emily will act as the SME and manage day-to-day support for other baristas with the new coffee machine.
- Implement a simple issue tracking system for baristas to log problems with the coffee machine and get quick support.

- ✓ Choose an enthusiastic and approachable SME who is well-versed in the new system.
- ✓ Ensure staff are aware who they can speak to and what help is available.
- ✓ Regularly update the issue tracking system to ensure all reported issues are addressed promptly.



Provide staff with additional resources that can further support the change

- Create an online repository with resources like video tutorials on using the new coffee machine, FAQs, and troubleshooting guides accessible to all baristas.
- Ensure the knowledge base is easy to navigate so baristas can quickly find answers to their questions about the new machine.

- ✓ Organise resources by topic and use clear, simple language.
- ✓ Include visual aids like screenshots and videos to enhance understanding.
- ✓ Regularly update the repository with new information and common issues.



Establish a clear channel for engaging the vendor for additional support

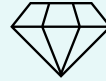
- Establish direct communication lines with the coffee machine vendor for technical support and escalations.
- Set up SLAs with the vendor to guarantee fast responses and resolutions for any machine issues.
- Ensure there is a mechanism for escalating unresolved issues with the vendor.

- ✓ Clearly communicate the escalation process to all staff.
- ✓ Ensure there is a dedicated point of contact within the organisation for vendor interactions.
- ✓ Review and update SLAs regularly to ensure they meet the organisation's needs.

Key Takeaways: Implementing Effective Training and Support Strategies

Training and support ensures successful project outcomes by equipping employees with the necessary skills and resources to meet organisational goals effectively.

1. The Importance of Training and Support



- ✓ **Why It's Important:** Prepares employees to effectively navigate and embrace new processes and systems
- ✓ **Benefits of Implementation:** Increased efficiency, productivity and supports continuous improvement
- ✓ **Steps to implementing an effective training program:** Follow 5 step process

2. Developing Training Strategies and Tiered Training Program



- ✓ **The 5 Step Process:** Guiding framework for developing an effective training strategy
- ✓ **Tiered Training Program:** Three-stage model for an effective approach for training needs
- ✓ **Benefits of a Tiered Training Program:** Comprehensive skill development, enhanced engagement and improved performance
- ✓ **Best practices for effective training**

3. Support Channels and Resources



- ✓ **Why It's Important:** Assists employees in applying new skills and addressing any challenges through ongoing support channels and resources
- ✓ **Benefits of Implementation:** Enhances skill levels among staff and encourages proactive management
- ✓ **Strategies for Scaling Support:** Scaling support operations to ensure organisation can efficiently handle increased demand

Practical Example: Sarah's Coffee Shop



Sarah's employees need to receive suitable training to effectively operate the new machine coffee machine to handle increased customer demand and improve service efficiency.

- ✓ Engaged in 5 step process to create an effective training process
- ✓ Implemented a tiered training program for various staff levels and expertise
- ✓ Identified appropriate support channels and resources for staff post-training

Agenda

Start	Duration	Topic	Contents
14:00	5 minutes	Introduction	Introductions and Acknowledgement of Country
14:05	15 minutes	Requirements Management	<ol style="list-style-type: none">1. Understanding Organisational Needs Through Requirement Gathering2. How does an organisation gather requirements?3. How can requirements be used to achieve fit for purpose outcomes?
14:20	5 minutes	Q&A	Requirements Management Q&A
14:25	10 minutes	Training and Support Strategies	<ol style="list-style-type: none">1. Developing a Training Strategy for Technology Change2. Tiered Training Programs and Best Practices3. Support Channels and Resources
14:35	5 minutes	Q&A	Training and Support Strategies Q&A
15:40	15 minutes	Risk and Issue Management	<ol style="list-style-type: none">1. Managing Risks2. Managing Issues
15:55	5 minutes	Q&A	Risk and Issue Management Q&A

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3.1 Identifying and Managing Risks and Issues in Technology Projects

Managing risks and issues is essential for the success of any technology project. It helps to proactively identify, assess, and mitigate potential threats and problems that could disrupt the project.



Why is it important to manage risks and issues?

Proper risk and issue management ensures the project stays on track, within budget, and meets its goals. It also minimizes disruptions and maintains stakeholder confidence.

Benefits of effectively managing risks and issues

- ✓ Early detection of potential problems
- ✓ Reduce possible delays
- ✓ Cost efficiency
- ✓ Ensure higher quality outcomes
- ✓ Stakeholder confidence

Negative Impacts of not managing risks and issues

- × Project delays
- × Higher costs
- × Reduced quality
- × Operational disruption
- × Stakeholder dissatisfaction



What is a Risk?

A risk is an events or conditions that might happen and could negatively impact the project.

Think of it as a "what if" scenario that could create trouble if it happens.

Example

- **Risk:** Imagine you are planning to update your computer system.
- A risk could be "What if the new software isn't compatible with our old hardware?"
- "If this risk happens, it might cause delays and extra costs to fix the issue.



What is an Issue?

An issue is a problem that has already happened and needs to be fixed.

Think of it as something that's already causing trouble and must be dealt with right away.

Example

- **Issue:** Imagine you have just installed a new software update on your computer, and now it won't start properly.
- This is an issue because it's a problem that has already occurred and is affecting your work.

3.2 Managing Risks in Technology Projects

Managing risks in technology projects is essential because it allows for the proactive identification, assessment, and mitigation of potential threats, minimising disruptions and ensuring the project stays on track and within budget.

A key component of managing risks is being able to classify the risk and determine the appropriate course of action. Risk Impact and Risk Likelihood are key concepts in risk management. Risk Impact refers to the severity of consequences if the risk occurs, while Risk Likelihood assesses the probability that the risk will happen. These factors help prioritise which risks need the most attention.


Risk Impact: Determines the severity of consequences on the project if the risk occurs.		Risk Likelihood: Assesses the probability that the risk will happen.	
Impact	Description	Likelihood	Description
Severe	Would stop achievement of goals/business objectives on the Project	Almost Certain	Above 95% probability. Expected to occur
Major	Would threaten functional objectives of the Project	Likely	Above 70% probability. More likely than not to occur
Moderate	A key deliverable is achievable, but quality diminished substantially	Possible	Between 30%-70% probability, Equally likely to occur than not
Minor	A key deliverable is achievable, but quality diminished slightly	Unlikely	Below 30% probability, More unlikely than not to occur
Insignificant	Little to no impact on project deliverables	Rare	Below 5% probability, Not expected to occur

High Level Approach to Managing Risks



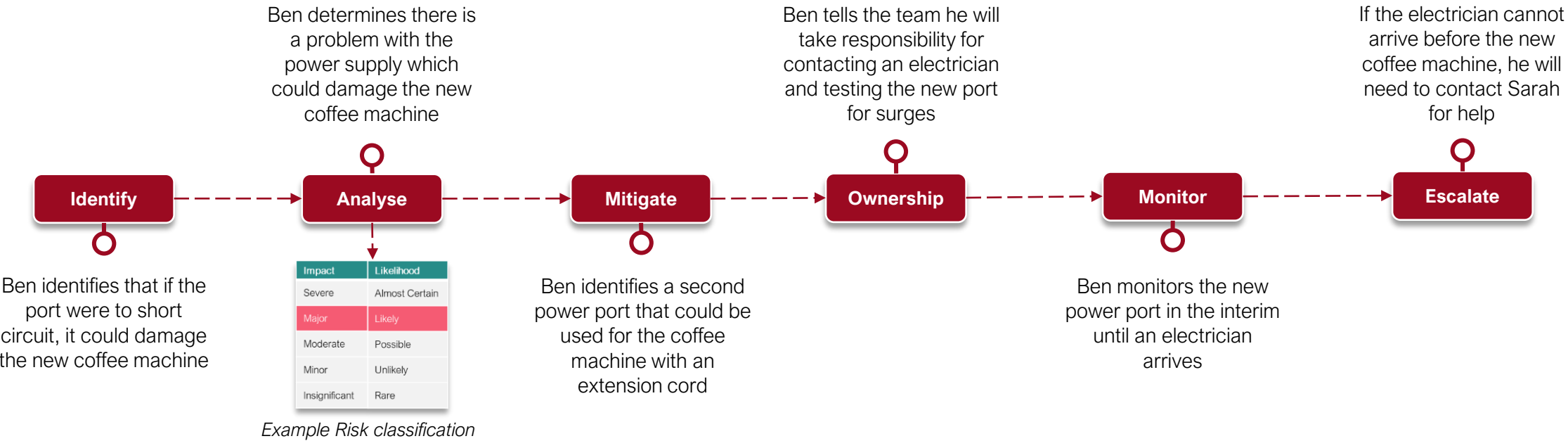
Risks & Issues Scenario 1: Managing Risks in a Coffee Shop

Quickly identifying and addressing risks during implementation is essential to prevent minor issues from escalating, keeping the project on track and maintaining operational standards.



Scenario:
Sarah's new coffee machine is about to be implemented, the day before the machine is installed, Ben the barista notices an electricity port sparking.

Coffee Shop Risk Scenario
Ben is concerned that if the port were to short circuit, this could damage to the new machine, and impact the coffee shop's ability to service customers, which would result in a loss of income, reduced customer satisfaction and additional costs to replace the machine.



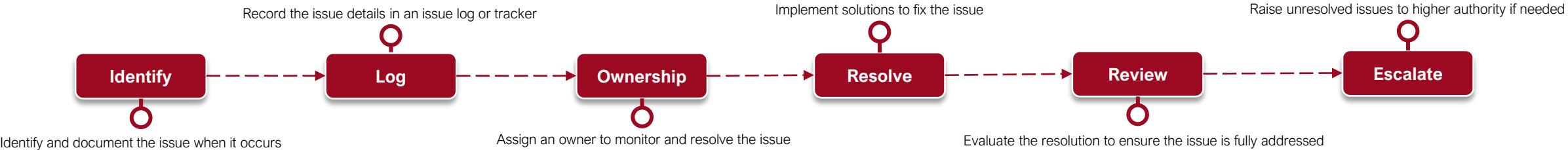
3.3 Managing Issues in Technology Projects

Managing issues in technology projects is crucial as it ensures timely resolution of problems, preventing minor setbacks from escalating into major obstacles, and maintaining project momentum and stakeholder confidence.

A key component of managing issues is being able to classify the issue and determine the appropriate course of action. When determining the approach to resolve an issue it can be helpful to classify issues on two different metrics, Severity and Priority. Issue Severity measures the impact on the Project, while Issue Priority assesses the level of urgency required for resolving the issue.


Issue Severity: Measures the impact of the issue on the project.		Issue Priority: Determines the urgency of resolving the issue.	
Severity	Description	Priority	Description
L1. Severe	Project is unable to proceed as planned	P1. Critical	Issue requires immediate resolution for the Program to proceed
L2. Major	Impact exceeds project tolerances	P2. High	Issue needs to be addressed relatively quickly, and is to be resolved within the sprint cycle to remain on track
L3. Moderate	Noticeable impact but remains within project tolerances	P3. Medium	Issue needs to be addressed after all P1/P2 issues are resolved. Resolution could be addressed during sprint cycle
L4. Minor	Little impact and should not affect the baseline	P4. Low	Issue needs to be addressed but can wait until more pressing issues are resolved

High Level Approach to Managing Issues



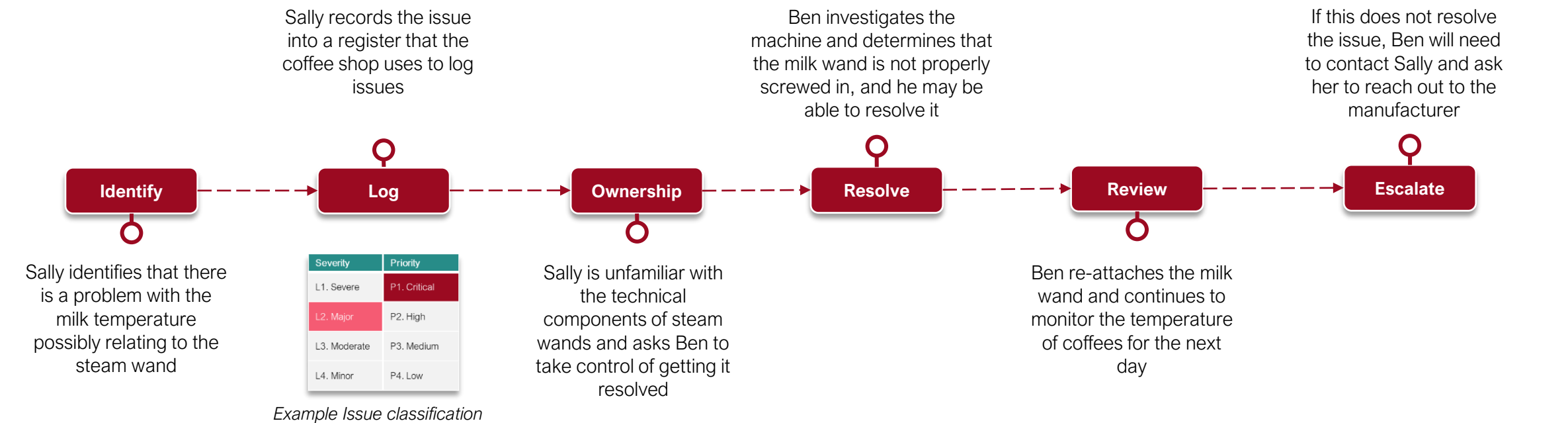
Risks & Issues Scenario 2: Managing Issues in a Coffee Shop

It is crucial to promptly identify and resolve any issues that arise during this implementation, to prevent minor problems from escalating and to ensure the project remains on track and operational standards are maintained.



Scenario:
Sarah's new coffee machine has just been implemented, it's the first day of it being used when Sally the barista noticed the milk is a low temperature.

Coffee Shop Issue Scenario
Sally is concerned that if there is an issue with the machine, this could impact the quality of coffee being made, and result in reduced customer satisfaction and loss of future business.



Key Takeaways: Managing Risks and Issues

Managing risks and issues is essential for ensuring successful project outcomes by proactively and effectively managing problems both before they arise and after they have occurred.

1. The Importance of Managing Risks and Issues



- ✓ **Proactive Approach:** Identifying risks early helps prevent potential problems
- ✓ **Minimise Disruptions:** Managing risks and issues reduces project delays and cost overruns
- ✓ **Maintain Quality:** Effective management ensures high-quality deliverables and stakeholder satisfaction
- ✓ **Build Confidence:** Transparent risk and issue management builds stakeholder trust

2. How to Manage Risks



Risk Classification Framework

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Risk Management Approach



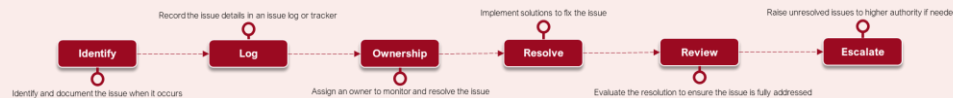
3. How to Manage Issues



Issue Classification Framework

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Issue Management Approach



Practical Example: Sarah's Coffee Shop



Sarah encountered a risk prior to implementation and an Issue following implementation.

- ✓ Leveraged the risk and issue frameworks to classify the problem
- ✓ Followed the relevant steps for managing both the risk and issue
- ✓ Was able to resolve both the risk and issue in a timely manner

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