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Program Integration (or the Yin and Yang of Program Management)

A case study on the Queensland Drug Court by Greg Wiman



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Ancient Chinese calendar and a philosophy to realise balance in the world

- Yang and Yin
- Sun and Moon
- Heaven and Earth
- Separateness and Interdependence



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Life Cycle of the Drug Court

- **Pilot Planning stage: pre commencement**
 - Dedicated legislation
 - One appointed Drug Court magistrate
 - One Drug Court team
 - Three decentralised pilot courts
 - Evaluation planned
 - Contained purpose funding

“heaven” focus: strong Yang, low Yin



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Benefits: Government support, Minister
and CEO support, constant leadership

Disadvantages: (without experience...)

Poorly estimated funding for task

Poorly estimated staff levels for task

Low operational documentation



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Life Cycle of the Drug Court

- **Pilot Implementation stage:**
 - Drug Court Team, recruitment of “special people” into program roles
 - Joint training to build team perspective
 - Development of local problem solving processes
 - Move to local teams with dedicated magistrate involvement
 - Development of Reference Group
 - Collaborative development of Joint Practice and Procedures



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Pilot Implementation stage (cont):

“earth” focus, strong Yin moderate Yang

Benefits: Responsive local teams,
“Grounded” work practices,
High local initiative potential,
Good inter-worker relationships within
the “pilot” arena,
Small enough to be overlooked by
mainstream management while a “pilot”



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Pilot Implementation stage (cont):

Disadvantages:

Program delivery can splinter from the design through local perspectives.

Difficulty in growing the program beyond “pilot” size without “special” people.

Difficulty in fostering ongoing support for the specialist coordinator role in whole-of-Government program.

Difficulty in integrating the program into mainstream culture if mainstream managers are not involved continually.



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Life Cycle of the Drug Court

- **Establishment stage:**
 - Management of evaluation processes.
 - Promotion of outcomes.
 - Revision of initial program design.
 - Revision of legislation and regulation to incorporate permanency and experience.
 - Integration into mainstream management structure, risk of loss of “coordinators”.
 - Replacement of “special people” with mainstream staff.



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Establishment stage (cont):

Benefits: Permanency

Disadvantages:

New line managers may have little appreciation of (pilot) program culture, program staff skills or operational practice and not support specialist roles.

Previously “contained” funding becomes general departmental funding requiring greater internal commitment by new managers to provide needed resources.

“Special” staff replaced by generic staff require adequate training or support.



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Life Cycle of the Drug Court

- **Integration stage:**
 - Maintenance of Coordinator roles as permanent interdepartmental interface in whole-of-Government initiative.
 - Development of “special” court services unit and integration with other “special” court and referral services in Queensland
 - Integrate these programs into a range of strategies in each location to address varying degrees of drug dependence.
 - Manage funding debate to achieve better outcomes, e.g., Joint Commonwealth State funding for Drug Courts.



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- Yin and Yang have been used to exemplify the need for perspective and processes that maintain the balance between the ideals of “heaven” and being grounded in “earth”.
- Both are essential to maintain the integrity of the program and achieve the outcomes that come from a balanced whole-of-Government team approach.
- Only things in balance endure.