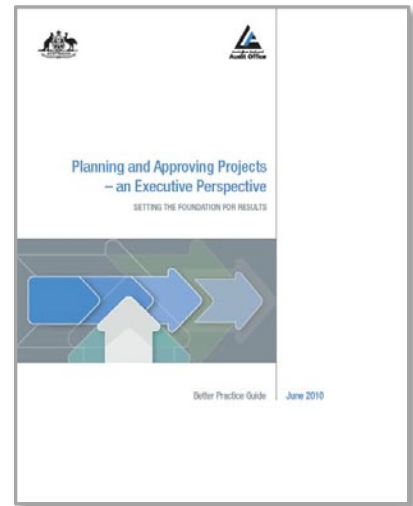


# Planning and Approving Projects – an Executive Perspective

*This Guide is provided in two electronic formats: PDF and HTML. These electronic versions of the Guide provide readers with convenient features, such as clickable navigation links, text search facilities, and adjustable size.*

*This document provides tips for using the electronic versions for day-to-day use, followed by some more detailed information such as on printing.*



## The PDF version of the Guide

The PDF version is a duplicate of the printed version, including the document cover and chapter divider pages. This PDF can be printed to provide a full copy of the published Guide. (Note, if the PDF is printed double-sided it will have the same appearance as the printed Guide; if printed single-sided there will be a few blank pages, such as the reverse side of chapter dividers.)

To assist the reader using the PDF version of the Guide on-screen:

- There is a dynamic table of contents pane available, to allow immediate access to different parts of the Guide.
- All internal page references are clickable links, including in the table of contents, index, and references from within the text to other sections.
- All internet references are clickable links.

If you save the PDF file, you will have a full copy of the Guide locally.

The nature of the PDF format means that copying text may be cumbersome – for example a paragraph may copy-and-paste as separate lines. The HTML version generally copies more conveniently.

## Tips when using Adobe Acrobat reader<sup>1</sup> to view the PDF file:

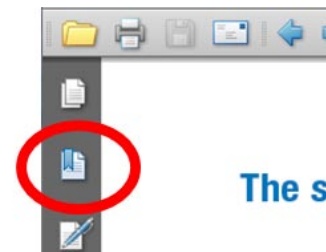
### To view the next or previous page

- On the keyboard, press CTRL + Page Up or CTRL + Page Down (omit CTRL to move by screen, not printed pages);
- Or, with the mouse click on the next / previous page icons.



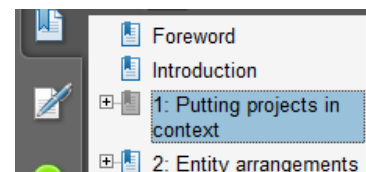
### To open or close the Table of Contents pane

- Open the PDF file and click on the 'bookmark' icon on the left side of the display to show the table of contents.
- To close the table of contents, click on the small "x" in the top-right corner of the contents pane.



### To navigate with the Table of Contents pane

- Click on a heading or sub-heading to display that page.
- Click on the + or – in front of a heading to show or hide sub-ordinate headings.



<sup>1</sup> The screen shots and explanation are using Microsoft Windows. The appearance and actions may vary slightly on other operating systems – consult your system's help guide for PDF viewing.

### To jump to a page reference

- Any where there is a page reference you can move the mouse pointer over the page number (it will change to a pointing hand shape) and click to go to that page.
- To return to the page you came from, press ALT + left arrow.

and key stakeholders. (page 47)

the project. (pages 48, 49)

ieve the outcomes are listed.

### To jump to an internet reference

- Click on the link to open the link in your web browser. (However, your computer's security settings may prohibit or limit access from a PDF document to internet pages).

well as lessons from overseas. The aim is to  
that appropriate approaches and method

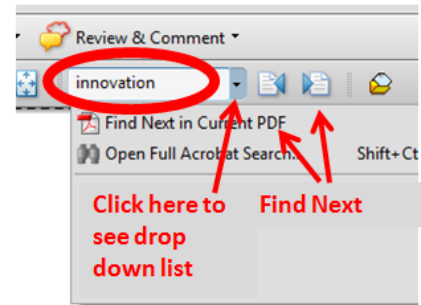
<<http://www.anao.gov.au>>.

Australian National Audit Office, *Innovation*

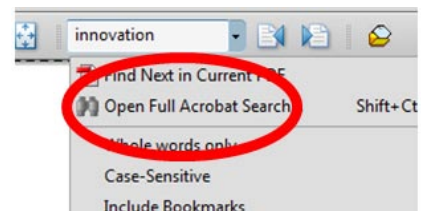
The *Innovation Guide* provides a frame

### To search for words and phrases<sup>2</sup>

- For a simple search, type the word you are looking for in the search box on the menu bar. Click on the "find next" button – its appearance may vary between versions of Acrobat; you may need to click on a drop down list. You can control the search, for example to look only for whole words or to match capitalisation.



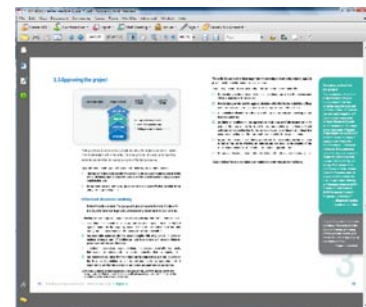
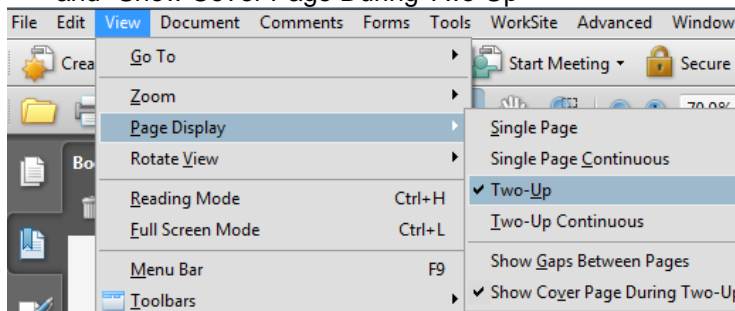
- For a full search, click on the "full search" item in the drop down list by the search box; or press Shift + CTRL + F on the key board. A full search dialog window will open. It will show all the matches in context; mouse over an item for its page number; click to show the page.



and **innovation**. (page 46) n Maintain active external rel  
Office, **Innovation** in the Public Sector, 2009. The Innov  
p# 121 **Innovation** Guide provides a framework for unders  
underpin **innovation** in the public sector and provides ;

### To read the PDF like a book on a large screen (i.e. double page spread).

- On the View / Page Display menu, select both "Two-Up" and "Show Cover Page During Two-Up"



<sup>2</sup> See discussion later in this document on some limitations on PDF searching.

## Printing the PDF file using Acrobat Reader

The ANAO encourage readers to read the Guide on-screen and to avoid unnecessary printing. If you do print the Guide from the BPG, this section provides advice on relevant print settings.

- **Double sided printing:** This is usually controlled by selecting the printer Properties button on the Acrobat print dialog.
- **Printing a selection of pages:** The Acrobat print dialog allows you to print, for example, the current page or a selection of pages. Please note that the page numbers shown in the print dialog refer to the number from the start of the PDF document, which differs to the printed page numbers. For example, Appendix A is page 117 of the PDF, but has printed page number 99. The difference is caused by such factors as the inclusion of unnumbered tab and cover pages in the PDF. Check the PDF page number for the first and last page you want to print by viewing the pages on-screen, and referring to the displayed page numbers in the menu bar:



- **Printing to edge of page or not:** The printed Guide includes colour which goes to the edge of the page, and some text close to the edge of the page. Many computer printers cannot print to the edge of the page. If when printing the PDF you select 'Page scaling: none', and depending on your printer, a small part of the coloured chapter tabs or margin quotes close to the edge of the page may not be printed. To avoid this issue, use a print setting in the Acrobat print dialog such as 'Page scaling: fit to printable area'.

## Saving the PDF file on your computer

If you wish to use the PDF file of the Guide when not connected to the internet, you can use one of the following approaches:

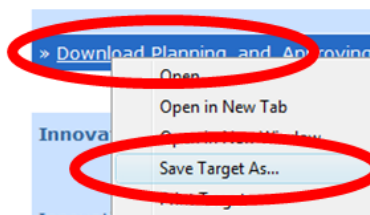
**Open the PDF version and then save it to your computer for later use.**

To do this click on the save icon (shown at right) on the PDF tool bar, and nominate where to save the file.



**Save the PDF directly to your computer.**

To do this, on the ANAO download page, right-click on the link to the PDF version. This displays a menu of options (shown at right). Select the menu item 'Save Target As ...'



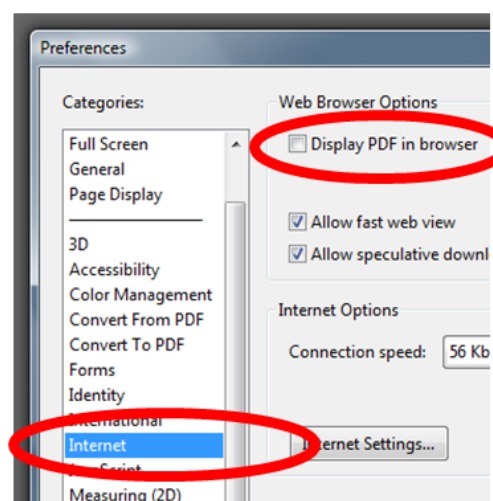
## Changing how PDF files are opened by your web browser

If you open the Guide from the ANAO web site, it may open in your web browser. Fewer PDF menu options are available when viewing a PDF within a web browser. For example, the option to view two pages at a time will not be visible in the web browser. You may find it more convenient to view PDFs outside of the web browser to gain access to all the features of Acrobat Reader. Use the following procedure to set how you view PDF files when accessed via a web browser:

### To change how PDF files are opened from a browser:

Open Acrobat Reader (or Acrobat Standard etc if you use that to view PDF files).

Press CTRL + K, or menu items Edit / Preferences, to access the Acrobat preferences dialogue. Click on the Internet Category. This will then display Internet options, including a check box controlling whether PDF files will be viewed in the browser or not. To use all the features of Acrobat, this option should not be checked. Click 'OK'. Messages will be displayed indicating your settings are being configured.



### Minor limitations on searching a PDF file

Searching in a PDF for words or phrases that are plainly apparent to a human reader may not work as expected. This is caused by the fact that the PDF format is focused on the visual appearance of the page, with less emphasis on its actual content. While reliable in most cases, there are circumstances where the electronic search may not match expectations. Examples of potential confusion are:

- Hyphenated words on a line break: If you search for “time-frame” and the word has been split between two lines, the PDF search function will treat the word as “timeframe”. So, if searching for words or compound phrases (e.g. business-as-usual) consider searching both with and without hyphens.
- Phrases – PDF search may not correctly find phrases (e.g. “fit for purpose”) – for example where the phrase is split between lines.
- Capitalisation – letters may display as upper case but be stored internally as lower case and thus not be found by a case-sensitive PDF search. Be aware of this when using the case-sensitive search option.

### The HTML version of the Guide

The HTML version has the main content of the printed version, and is convenient for browsing the content of the Guide. The HTML version of the Guide conforms to APS standards for accessibility. It is usually easier to copy<sup>3</sup> material from the HTML version than the PDF version.

However, to allow flexibility in the on-screen display the material is laid out slightly differently to, and does not print exactly the same as, the published Guide. The HTML version does not include the chapter divider tab pages or the index.

To assist the reader using the HTML version of the Guide on-screen:

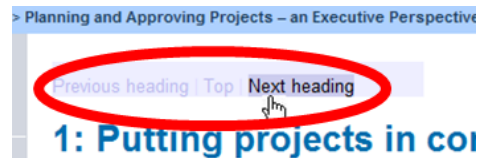
- There is a dynamic table of contents pane available, to allow immediate access to different parts of the Guide.
- All internal page references are clickable links, including in the table of contents and references from within the text to other sections.
- All internet references are clickable links.

<sup>3</sup> The Guide is copyright, and should be acknowledged as the source if small sections are copied or adapted. Permission should be sought as described inside the front cover for any substantive copying.

## Tips when using the HTML version<sup>4</sup> of the Guide file:

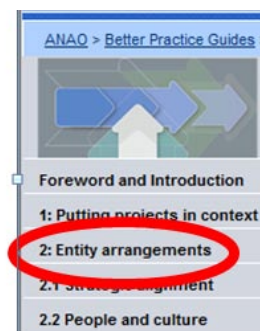
### To view the next or previous heading (to allow convenient browsing)

- Above each of the main headings there is list of links to the previous and next headings. This is displayed in a pale colour so it is not distracting when reading the page. It becomes more obvious if you move the mouse pointer over the links (see picture at right).
- Click on 'Next Heading' to go to the next main heading; and similarly for previous headings.
- The Previous and Next links will generally be positioned at the same place on the screen, so you can conveniently browse forward and backward without needing to move the mouse pointer, and just pressing the mouse button. (The exception is when there is only a small amount of text in a section at the end of a web page).



### To navigate with the Table of Contents pane

- A table of contents is shown in the left side of each web page, near the top.
- Click on a heading or sub-heading to display that chapter or section.
- To allow for immediate access to issues of interest, the sections of Chapters 2 and 3 are shown as top level items in the contents pane.
- When you click on a top-level item, that page is displayed and, where appropriate, a list of second level items is displayed.



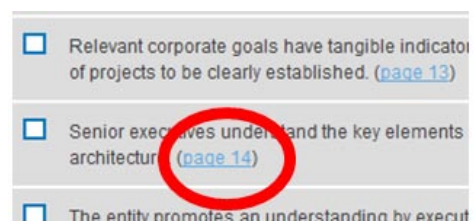
### To see the Table of Contents pane (e.g. if it has scrolled off the screen)

- On the keyboard, press the Home key, or
- The navigation line above each main heading has a link to the top of the page. (Illustrated at right.)
- Click on this link to go to the top of the current web page. This will show the Table of Contents pane on the left.
- Alternatively, a full table of contents is available on the Contents page, accessed through the section labelled 'Foreword and Introduction'



### To jump to a page reference

- Any where there is a page reference you can move the mouse pointer over the page number (it will change to a pointing hand shape) and click to go to that page.
- To return to the page you came from, press ALT + left arrow.
- Note that, to maintain consistency with the published Guide, internal cross references indicate a page number. Clicking on these takes you to the relevant heading or paragraph, rather than the top of the page of the printed Guide.

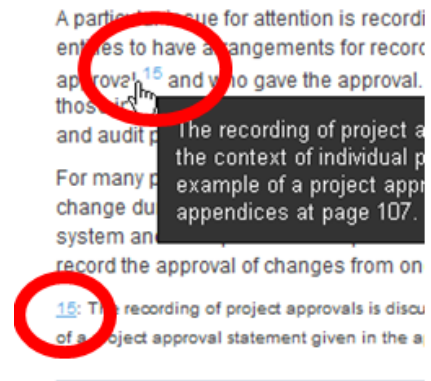


<sup>4</sup> Specific details of these tips are for using Internet Explorer. Equivalent functions are available in other browsers, but may use different key-strokes or screen icons.

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## Footnotes

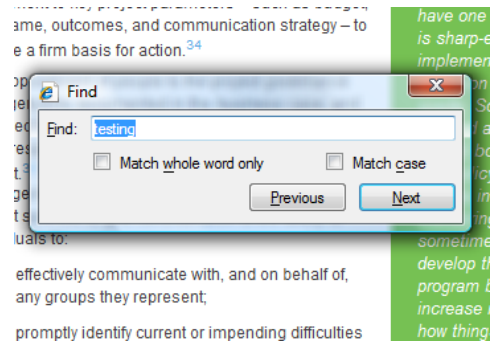
- If you move the mouse pointer over a footnote reference, the relevant information appears on screen. The information disappears when you move the pointer away.
- If you click on a footnote reference, the page will be repositioned to show the footnote. In some cases this is useful because the footnote contains a link which you wish to click on – such as to another page or an external reference.
- When you are positioned at a footnote, if you click on the footnote number, the page will be displayed so the place where the footnote is referred to is visible.



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## To search for words and phrases<sup>5</sup> on a web page

- Press CTRL + F to open the search dialog.
- Enter the text you wish to search for and click Next (or Previous if desired).
- This search will only search within the current web-page, which is only a small part of the entire Guide.



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## To see a larger version of an image

Some of the diagrams have small text. To see a larger version of the image, simply click on the image. The larger version will open in a new window or tab. When you have finished, you can close the window or tab as usual.

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## Printing an HTML page

The ANAO encourage readers to read the Guide on-screen and to avoid unnecessary printing.

The printed version of an HTML page has the same words as the published Guide, but does not look the same. For example, side quotes are shown horizontally, and diagrams are shown centred on the page. This is due to the more limited control on the printing of HTML and the different approach of different web browsers. If you want a printed version that is laid out like the published Guide, use the PDF version.

## Limitations on searching an HTML file

- Searching in an HTML file for words or phrases will only find text within the current 'web-page'. This web page will often contain several pages of the printed Guide. To search across the entire Guide, use the PDF version.
- Diagrams – searching an HTML file will not find text in diagrams. This is because the entire diagram is stored as a picture, and not as text. The PDF version of this Guide does allow searching for text in diagrams.

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<sup>5</sup> See discussion later in this document on some limitations on HTML searching.