How to stop knowledge walking out the door with the team when a project is completed.

Stockholm 2008 – FIG Working Week
Ts 7J Construction Economics – Issues for the Profession

Leonie Newnham
Australia

Where do I come from?

Here!
Snapshot of the Government Infrastructure Management System Project

What - Whole of Victorian Government System built using Mincom Ellipse software to be built at the Victorian Department of Sustainability and Environment.

Value - 9 Million AUS$

Time – March 2006 to August 2008

Aim - DSE to Design and develop business processes that support a Victorian Government Asset Management Framework

Scope - Asset management activities for DSE asset portfolio of 10.7 Million AUS $ include the following:

- Source of asset data for DSE
- Detailed register information
- Hierarchy of asset relationships e.g., Land with buildings with equipment
- Maintenance activities
  - Raising work orders
  - Organising work groups, priorities, schedules of work, reminders
  - Tracking, comparing and analysing costs associated with managing assets
- Project Management tool for the creation, upgrade or decommission of assets
- Contract Management tool for related projects and maintenance agreements
- Accommodation leasing and fleet management

Guiding Principles

The implementation would be a business driven change exercise

A key component of delivery was to provide training in asset management principles and practice for DSE staff

An in house project team with expertise in delivering Ellipse asset management would be in place to assist DSE staff in the development

There would be a skill transfer to DSE staff for ongoing management of GIMS as a business system

An operational team would be established and operating before the end of the project to allow a smoother transition from project phase to operations
### Initiating and Planning Stage - Procurement

- Another Victorian Department (DoJ) in final stages of implementation and did not need team full time – ability to share project resources to develop DSE Business Case

- Business case identified that experienced practitioners would be used from DoJ project.

- Core project team hired from experienced staff from DoJ project.

- Exemptions needed from the procurement process allowed due to limited expertise in market and specialised knowledge – supported by business case.
Initiating and Planning Stage – Building the project team

During Initiation –
- Recruitment of team to include a number of DSE staff to allow them to develop skills with the aim of becoming power users of the system
- Business Analysts under the direction of a skilled practitioner
- Business Change Manager under direction of Senior Supplier and Project Manager

During Implementation -
- Specialists from each business area to assist in particular activities and roll outs over extended periods of time
- System administration skills sourced internal to organisation

Transition -
- Transfer project jobs into ongoing jobs where appropriate

Project Structure – Governance and management

Governance structure

<table>
<thead>
<tr>
<th>Project Control Board</th>
<th>Senior User / Sponsor</th>
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<tbody>
<tr>
<td>PAULINE CLANCY – SRO &amp; Chair</td>
<td>Project Director</td>
</tr>
<tr>
<td>PETER WATKINSON</td>
<td>PAULINE CLANCY</td>
</tr>
<tr>
<td>ALISON STONE</td>
<td></td>
</tr>
<tr>
<td>BRAD RICHARDS</td>
<td>Senior Supplier</td>
</tr>
<tr>
<td>CHRIS MCRAE</td>
<td>LEONIE NEWNHAM</td>
</tr>
<tr>
<td>DUNCAN BROOKS</td>
<td></td>
</tr>
<tr>
<td>DES HILL</td>
<td>Project Manager</td>
</tr>
<tr>
<td>FIONA DELAHUNT</td>
<td>STEVE ANGLICAS</td>
</tr>
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Manager Change & Communications, Quality & Risk

<table>
<thead>
<tr>
<th>System Administrator</th>
<th>Training Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANSON PEREIRA</td>
<td>AMBER LYNCH</td>
</tr>
<tr>
<td>SUNAY RUPARELIA</td>
<td></td>
</tr>
</tbody>
</table>
GIMS Business Representation model – User Reference Groups

Water Sector Group
Chair: BRAD RICHARDS
SABINE SCHREIBER
JENNIFER FRASER

Fire
Chair: ANTHONY GRIFITHS
MICK SOMERS
BARRY MARDIEN
JON SANDERS

Facilities
Chair: OWEN SWANTON
DEBBIE LOMAS
ANGELA GUASTELLA
SHANE MAHONY
TONI CARROLL
ALAN STEVENSON
CAMERON WRAY
BARRY WHITE
TONY FORAN

Laed
Chair: CAROLINE DOUGLAS
THERON WALSH
RICHARD WADSWORTH
WILLIAM CLARKE
JAYD GALE
GEORGE UREN
ADAM MELIS
AGMA HATZIGIANELI

LEASING
Facilities:
ANGELA GUASTELLA
OWEN SWANTON
TONY FORAN
CAMERON WRAY
DEBBIE LOMAS
JANE TUCKETT

FLEET:
COL RISSTROM
GARY GOODINGS
KEVIN SMITH
DAVID BLOOD
CHRIS KAMBOURS

STRAT. REPORTING
Chair: LEONIE NEWNHAM
ANTHONY CONNELLY
TRACEY BLAKE
PETER BROOKS
IAN WILLIAMSON
JAN RYHOLAND
IAN ROBERTSON
LEORA GREY
RICHARD TAYLOR
TONY FORAN
RICARD CLARKE
BETTY LEUNG

Public Built Assets
Chair: LYNN KISLER
MIKE BEHNE
GEOFF BROOKS
MICK DORITON

Roads
Chair: PETER DOWLER
JEAN-MARC POREIGNEAUX
HANS VANDELIPT

Geospatial
ANTHONY DRAGA
DAVID BLAIN
HAYLEY ROYAN
DAVID PAYNE
STEVEN SALATHIEL
JESPER NIELSEN

CONTRACTS
Chair: RICHARD CLARKE
ANTHONY CONNELLY
LEORA GREY
TONG FORAN
BETTY LEUNG
BRIAN SOBERASJKI

Projects
ANTHONY CONNELLY
LEORA GREY
TONG FORAN
DONNA HUTTON
IAN WILLIAMSON
PETER DOWLER
ANTHONY CONNELLY
SABINE SCHREIBER
ROBYN MARTIN
LYNN KISLER
LEORA GREY
MICHELLE FITZGERALD
TONG FORAN

Change Strategy context

The strategy is based around four key success factors:

- Creating pressure for change
- Clear and shared vision
- Assessing and creating the capacity for change
- Action oriented change that incorporates continuous improvement

Aligns with Department’s Human Resources change management guide.
Cultural/Business Change through change and engagement at DSE

- Change and Engagement Strategy
- Business Representatives
- Change Strategy
- Change Plans
- Intranet
- Stakeholder Analysis
- Tailored End-user training
- On-going training

Change tools and approval processes

- PCB Approval
- PCB Approval Business Approval
- Change and Engagement strategy
- Rollout strategy
- Implementation 1
- Implementation 2
- Implementation 3
- Implementation 4
- Change Plan
- Change Plan
- Change Plan
- Change Plan
- Job Impact Assessment
- Training Needs Analysis
- User Acceptance Training/Testing
- Implementation and cutover plan
- Training
- Change support
GIMS Intranet – Making knowledge accessible

**Business Services**

Welcome to GIMS - Opening | GIMS Training | Change and Communications | Contact | Aged Care | GIMS News

Welcome to GIMS

GIMS directly manages $5 500m of assets and a further $14.6m managed through the Property Portfolio. By sustaining the quality of our public assets, GIMS continues to contribute to the wealth and well being of the State of Victoria.

The Government's Management System (GIMS) was implemented in 2002. This system provides access to information that has been provided to maintenance and engineering teams so that data can be managed more efficiently. Additionally, GIMS will assist in the management of asset related projects, contracts and tendering arrangements.

**GIMS Project Phases**

- Planning
- Implementation
- Operation
- Evaluation
- Evaluation

Overview of the GIMS project

GIMS project status - Where are we at? We?

- Frequently Asked Questions
- Change and Communications
- GIMS Training
- Meet the GIMS team
- IT Change Management

GIMS will be DSE's one step shop of DSE's needs, providing competent and accurate asset information.

**GIMS Intranet**

**GIMS 2008 Training Calendar**

We are pleased to introduce the GIMS 2008 Training Calendar (as at March 31 2008). As GIMS is support back into service a number of training sessions have been planned.

<table>
<thead>
<tr>
<th>Course Details</th>
<th>Dates</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset Provision</td>
<td>20 Oct</td>
<td>Melbourne</td>
</tr>
<tr>
<td>ITSM Provision</td>
<td>21 &amp; 25 June</td>
<td>Melbourne</td>
</tr>
<tr>
<td>Asset Coordinator</td>
<td>11 Oct</td>
<td>Melbourne</td>
</tr>
<tr>
<td>Navigation &amp; Reporting</td>
<td>20 Oct</td>
<td>Melbourne</td>
</tr>
<tr>
<td>Navigation &amp; Reporting</td>
<td>3 Nov</td>
<td>Melbourne</td>
</tr>
<tr>
<td>Asset Maintenance</td>
<td>20 Oct</td>
<td>Melbourne</td>
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</tbody>
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Prince2 Methodology – Reporting and Document Management

- Project use the Prince 2 Methodology
- Documentation of all stages of the project was completed as prescribed
- Configuration library maintained with naming convention for identification and searching
- All signed documents were scanned and included in the configuration Library
- End of project will have a lessons learned log and end of project report that will outline all outstanding matters

GIMS Ongoing Governance Model – Overlap of transition when creating a new work unit
How to keep knowledge within the organisation?

1. Plan projects to capture knowledge.
2. Include knowledge capture and transfer ideas throughout each stage of the project.
3. Appoint staff on the project on an ongoing basis - get an ongoing investment from the organisation.
4. Make senior management participate and learn!
5. Make sure that project funding includes a component for knowledge capture and transfer.
6. Invest in a comprehensive business change program that lasts for the whole project and is flexible enough to deal with any issues arising.
7. Get information transferred into documents, name it so it can be found and invest in creating a configuration library.
8. Have an overlap period with the project team and the ongoing support or delivery team.
9. Tie payment milestones around transfer of knowledge ie: end of project payment includes full document transfer from project in a usable form.

Disclaimer: The views in this presentation are my own and are presented for the purpose of academic and professional research and do not necessarily reflect the policy or views of the Department of Sustainability and Environment.

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