

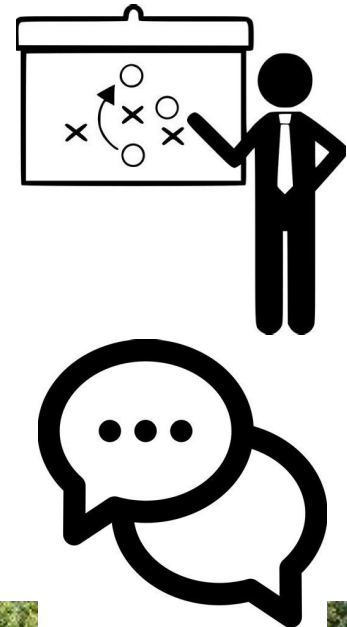


## Asset Management Upgrade and Consolidation Project Rescue - Coaching and Advice

### Introduction

The purpose of the project was to upgrade a City Council's TechnologyOne (T1) Asset Management System (AMS) and to consolidate individual asset classes (Arts and Heritage, Buildings, Roads, Open Space, Trees, Plant and Fleet). Several asset classes were managed outside the system and the financial and asset registers were also separate. The version being used was also four years old and no longer supported by T1.

The project commenced in 2017 and after 18 months no real progress had been made. We were called in to assess and provide Project Manager experience and coaching. We played an active part in implementing the project and eventually took on the role as Project Manager. This involved working on behalf of the Council, reporting to the Delivery Manager and also being part of the AMS Project Steering Committee.



The project initially was to implement all asset classes at the same time but it was clear that neither the Council or vendor had the resources to achieve this. After reviewing the project, we divided the project into Agile Kanban stages, based on each asset class to be migrated.

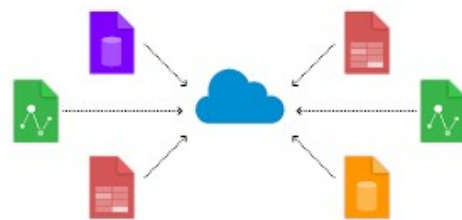
### Project Management Activities

The following is a list of the main coaching activities undertaken:

- Creating a project management plan using PMBoK methodology, including the 10 project management disciplines. This was accepted by the Steering Committee and a provided clear pathway for the project to move forward.
- Organising high-level workshops with the sponsor and senior management to determine the vision, scope, benefits, issues, and goals. It was also necessary to understand the culture of the Council to determine who were the stakeholders, how best to implement the project and how to manage change.
- Establishing the project organisational structure to include:



- Steering Committee – included Group Assets Manager, IT Manager, CFO, Project Delivery Manager.
- Project Working Group – Council IT staff and subject matter experts who will be on the project for the whole time.
- Asset Class Project Team – SMEs who are only involved for their asset class.
- Creating the Project Team by determining the skills and resources required to deliver the project. We created a gap and budget analysis which was used to procure consultants and update the business case for additional funds.
- Procuring consultants with the necessary skills and availability to work on the project. Without the necessary skill set it would be unlikely the project would deliver the benefits outlined in the business case.
- Organising team development sessions to ensure there was clarity on everyone's roles and responsibilities. This is important as a lack of clarity and unity are one of the main reasons projects do not deliver the benefits required.
- Creating short term (2 week) and long term (2-4 month) work packets using the Agile / Kanban methodology.
- Breaking work into Kanban Cards:
  - Designing work packets based around each asset class and including effort estimations.
- As part of the general management:
  - Organising communications and sending out weekly status reports. This also included updating the Intranet site and creating communications for the respective sponsors to send out.
  - Organising and running workshops with stakeholders to determine user requirements, issues, improvement opportunities and benefits. This also was part of the change management strategy to involve staff along the journey.
  - Liaising with T1 Project Managers and support staff on issues as they arose.
  - Tracking progress using MS project, sprint boards and storyboards.
  - Managing the Issues Log and Risk Register.
- For each asset class
  - Organising testing and go-live activities; there were different go-live dates for each asset class.
  - Holding workshops to define business requirements, identify benefits for users and issues that could be resolved as well as improvement opportunities. These were combined with the overall business requirements, making sure that goals could still be met. It was important to highlight to staff that we could not solve all problems and that





there will be additional work for some staff and less for others. The reason was to be up front and for staff to realise that their current processes will need to change for the benefit of Council.

- Organising User Acceptance Testing to ensure that the requirements met expectations and as an input into the training and support requirements.
- Creating a Benefit Tracking Plan to ensure and demonstrate to stakeholders that benefits were being delivered.
- Reviewing how the team could improve and incorporate improvements for the next asset class.

Financial and non-financial benefits to the whole of Council were already defined in the business case. Council did not have a Benefits Realisation Plan and so we developed one to capture and monitor benefits. This also included additional benefits for each asset class, that were not part of the larger business case. We made sure the benefits were a major focus of the Business Requirements and Change Management Plans.

A key part of realising benefits was to include them in all aspects of the project. As an example, benefits were one of the first items for workshops, communications and show and tells.

