

# EPMO Annual PIR Program FY16

## WorkOut Post Implementation Review Summary of Findings



Communication and Continuous Improvement Team  
Enterprise PMO

March 2016

PUBLIC

# Executive Summary

Business Transition is slower than anticipated as business change has been significant.

- Remediation activities / task forces in place given data & reporting challenges.

Benefits realisation on track to achieve outcomes outlined in Business Case.

- Ongoing review required post stabilisation.
- Undertake future review(s) of program once complete and closed.

Current Estimate to Completion (\$139M) is in line with approved budget of \$139M. Full management reserve of \$8.1M was utilised.

- High level scope achieved.
- Key aims mostly achieved / valuable to reconfirm several focus areas.

Schedule is in line with approved budget completion (i.e. extended timeframe approved to end July 2016).

Key activities in progress:

- Mobility deployment
- Analytics support
- Business system P1&2 improvements
- Data remediation (opex)

# Post Implementation Review (PIR) – Purpose



## To:

- evaluate and document whether the project objectives were met,
- to determine how effectively the project was run,
- learn lessons for the future, and
- ensure that the organisation gets the greatest possible benefit from the project.

*\*Note: Detailed technical review of the system solution selected was subject to separate evaluation processes and formats.*

# Project Summary Snapshot



► **A summary of general Project Information is as follows:**

- › Commenced planning: 1<sup>st</sup> October 2011.
- › Commenced incurring costs: July 2012.
- › Original Agreed In-service Date: December 2014 (Commencement of staggered deployment).
- › Approved Agreed In-service Date: 4<sup>th</sup> May 2015
- › Actual In-service Date: 4<sup>th</sup> May 2015 (plus post 6 week Hypercare).
- › Expected Project Completion: 30th July 2016
- › The Project is still in-flight and accumulating charges as at January 2016.

Current Approved Budget (Direct + CFCs)	\$139.2 <i>(Includes approved inclusion of management reserve drawdown).</i>
Actuals to Date (Direct Capex Opex + CFCs)	\$133.6M <i>(as at Dec. 15)</i>
Forecast to Completion	\$139.2M <i>(as at Jan16)</i>
Project Stage	Build (Transition) <i>excludes mobility, analytics &amp; further enhancements included in approved budget.</i>
Transformation Business Manager	Dhammika Adihetty
Sponsor / GM Strategy & Development	Chad Hymas

# Positive Repeatable Lessons



## Area

**Business Driven Transformation**

**One Team Approach**

**Program management & Governance**

**Communication & Change approach**

## Success Factor

- Executive Sponsorship
- Strong Program Leadership
- Concurrent Transformation of Business and ICT
- Benefits framework developed & on track
  
- Strong, trusted partnership with SI Capgemini and SAP
- Hybrid Delivery Model and Collaborative Approach
- Mobilisation of skilled / talented SMEs
  
- Project management practices and governance model well established by PDS
- EVA reporting established / monthly reports available.
- Independent governance / External party assurance and critical review points
- Dedicated Commercial / Finance expertise & planning
  
- Business-wide communication & change Management expertise
- Largest training exercise with ongoing training & support tools available (e.g. SharePoint site, Asset Learner)
- Fatigue Management Planning
- Effective industrial relations management

# Key Opportunities - Future focus

## Area

### Business Transition - Post Implementation

### Optimising Internal talent

### Data risk analysis & reporting governance

### Program Management - General

## Enhance & Strengthen

- Strong planning for business change transition following large scale transformation program. Maintain a high level of communication and support to business post go live.
- Improve consistency in SME performance:
  - Clear selection criteria to ensure appropriately skilled & talented team.
  - Establish robust business feedback /check-in mechanism to ensure SMEs are effective business conduits with clearer escalation pathways.
  - Stronger expectation / role setting for SMEs, process & data owners (e.g. Terms of reference documents to support this).
- Improve lower level risk planning and analysis to ensure mandatory data in the target state is well defined and understood.
- Centralised governance approval for the development and publication of Business Intelligence reports /data.
- Build-in sufficient UAT testing timeframes and allow for practical, hands on approach to improve end user feedback / results.
- Retain adherence to overall enterprise wide governance standards (e.g. EPMO endorsement of EVA, enterprise stage gate checks).
- Enhance quality management focus within Program - standards, processes and information management approach.

# Workout Program: Follow-On Actions

Continue to strongly reinforce business-led behaviour / accountability as program moves from stabilisation to BAU.

Continue to optimise SME's expertise and interface back to business. Formalise new skills/knowledge share in role charters. Retain top talent.

Senior Management to continue to measure progress (at regular intervals) against the Program's Benefits management plan. Workout Business Improvement Steering Committee to have clear oversight.

Undertake business wide review of all data-related workaround & interim solutions within next 6-12 months.

Undertake a formal post implementation review (approx. Aug 2017) following project close.

# Workout Program: Recommended Next Steps



Ensure continued availability of communication experts to plan and coordinate further messaging & engagement post go live.

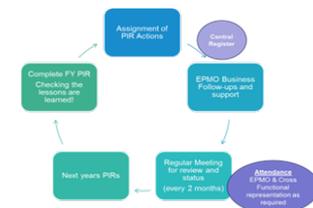
Integrate status and reporting of transformation and business remediation activities within BAU governance forums (i.e. Workout Business Improvement Steering Committee) including Benefits, Financials, & Issue/Risks Mgt.

Review and remove all interim work around data related systems and processes where SAP should be used  
(e. g. Access data bases & Share point sites)

Undertake targeted re-training - refreshers, new starter sessions.  
-Appropriately resource ongoing training delivery requirements & align to corporate HR standards.

Ensure adequate resourcing of the 'As is' state in Asset Learner and Support Library so all support materials are regularly updated and utilised.

Ensure financial data and forecast for program are captured in SAP.



# Recommendations for 'Future' Programs

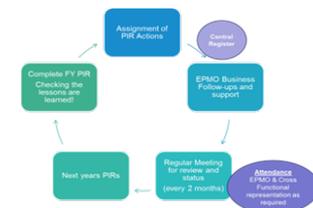
Review of UAT approaches in future SAP and system projects to ensure end user's experience and skills are optimised.

Review and evaluation of key data elements within SAP to ensure there is a focus on risk and planning for the mandatory business critical areas.

Develop and include SAP 'reporting' governance within scope/structure being used for data governance.

Develop Business Transition planning standards, tools and guidance.

Develop project quality planning standards, tools and guidance.



# Recommendations for 'Future' Programs

External assurance review engagement terms to cover quality standards for the process being undertaken.

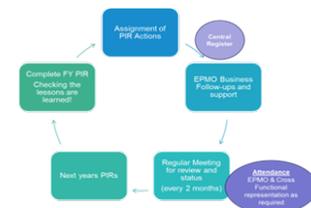
Ensure that standard stakeholder engagement & change impact tools are available to Change Managers/ specialists.

Ensure future programs set up roles & responsibilities, terms of reference for SMEs, clear criteria for selection to optimise interfaces with the business , including escalation pathways.

Training – consider end to end process & system training (e.g. DILO) to assist individuals to understand changes and impact (s) to role.

EPMO to support future programs - governance models, project standards, tools & templates, EVA & Portfolio framework requirements.

HR to support future programs in training delivery standards



# Appendices



# PIR Approach

► The following approach is recommended:



# PIR Scope

## ▶ Project Governance

## ▶ Project Assurance

- › Review project assurance reports & link to PIR findings.

## ▶ Stakeholder feedback

- › End users
- › Project Team
- › Project Steering Committee
- › AusNet Services Management
- › Vendors & 3<sup>rd</sup> parties

## ▶ Business Change

## ▶ Benefits realisation Plan

## ▶ Project Delivery (PMBok)

- › Scope management
- › Cost management
- › Time management
- › Communication management
- › HR management
- › Risk and issue management
- › Quality management
- › Procurement
- › Integration

## ▶ Project Lifecycle

- › Idea (Incl. Solution selection)
- › Planning (Design)
- › Build
- › Close

# Work Out PIR Schedule - Timing



Activity	Estimated timeframe	Status
Kick off	June 2015	Completed
Collation and review of project documentation and lessons	Commence June 2015	Completed
Develop Stakeholder surveys	Commence July 2015	Completed
Stakeholder feedback	Commence mid July 2015	Completed
End user feedback	Commence August 2015	Completed
Review feedback and follow up stakeholders (Workshops/interviews)	Completion September 2015	Completed 15/12/2015
Draft Report	15 <sup>th</sup> October 2015	Completed Dec 2015
Final Report	31 <sup>st</sup> October 2015	Late Jan -Feb 2016 (following stakeholder endorsement)

# PIR – Documentation Reviewed

Area/Topic	Document Names/Reference
<b>Business Case CCRs</b>	Program Workout Business Case v1 1.pdf - 13/09/2013 CCR information - September/October 2015
<b>Benefits Realisation Plan</b>	Benefits Realisation Plan V1.1 02/09/2013
<b>Benefits Divisional Reports - March and June 15</b>	March 15 WorkOut Benefits signed off - overview.pdf March 15 WorkOut Benefits signed off - appendices.pdf M23_WorkOut OSC Report_v10_20082015.pdf BRSC_June - M3_3 Benefits Realisation Subcommittee meeting v2 - BR update.pptx BRSC_Oct- M4_5 Approach to tracking and embedding benefits.pptx BRSC_Oct - M4_3-4 Benefits Realisation Subcommittee meeting.pptx
<b>Benefits Summary</b>	20150923 Benefits Summary (v5.4 Forecast).xlsx
<b>Project End Report</b>	PDO_WorkOut Project Closure v1.0.docx
<b>Governance Forums</b>	Governance Forum Pack
<b>Steering Committee - Latest</b>	M23_WorkOut OSC Reports_v1 0 (pdfs) July 2015 August 2015 September 2015 October 2015
<b>Lessons Learned Reviews/Sessions</b>	Reviews 3 internal checks Review -Post May 2015 - Change and Management, Senior Management Program Workout - Self Assessment AS-NZS 8016 2013 v1.0.pptx Project Workout Assurance Plan.pptx: August 2013
<b>PWC External Reviews</b>	SPA Program Workout - Blueprint QA review FINAL Report v1 0 09042014.pdf AusNet Services - Program Workout QA Review FINAL(28 January 2015).pdf AusNet Services - Program Workout QA Review 2 - Final v2 0.pdf AusNet Services - Program Workout - QA Review 4 FINAL 16 April.pdf

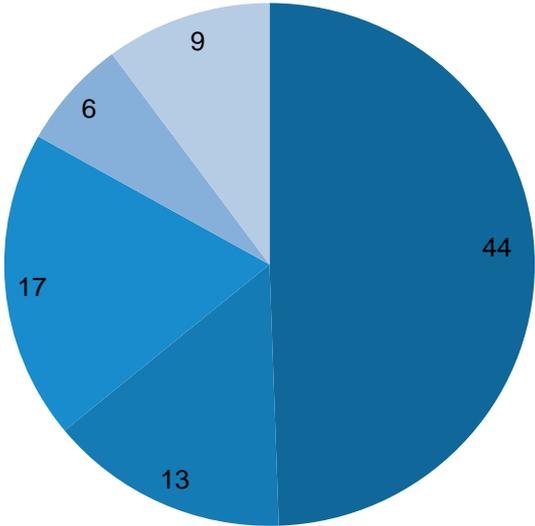
Area/Topic	Document Names/Reference
<b>Documentation for - 2. SAP TIC Sept 2014</b>	20130908 WorkOut Kickoff Final 1 2.pptx
<b>Plans</b>	<b>PMP</b> PDO_Workout Program Management Plan (PMP)_FINAL_2.0.pdf  <b>Plans on A Page (PoAP)</b> April 2014 to April 2015 Detailed Design/Test/Build WorkOut Build & Test_PoAP_20140919.vsd etc  Data WorkOut Build Phase MLP_140123.xlsx
<b>Schedule - MS</b>	Y:\00 PDO\05_Planning & Schedule\Schedule: Folder content - CPBS0182 - Program WorkOut FINAL.mpp - CPBS0182 - Program WorkOut_20150227.mpp
<b>Deployment Plan v 1.0</b>	V1.0 - 23/01/2015
<b>Communications and Stakeholder management</b>	CM_ChangeManagementStrategy_Final_v1.0.docx CM_CommunicationsandStakeholderEngagementPlan-Final_V1 1swaug14.docx WorkOut high-level comms activity plan.pptx Reputation Risk table - presented at July SteerCom.pdf Comms Plan_WorkOut Stabilisation extension_0.3xlsx  Also reviewed PDO Comms folder and Website/general communications distributed.
<b>Risks</b>	Risk register- SharePoint site Recommendations on Risks April 2015.xlsx
<b>Issues</b>	Issue register- SharePoint site Recommendation on Issues May 2015.xlsx Issues Reports: Stabilisation- BAU - Tom Lillis
<b>Information/Documentation and Program Delivery Office: 00 PDO Site</b>	Y:\00 PDO\
<b>Safety Fatigue Plan</b>	WorkOut Go Live Safety Plan Final (2).pptx
<b>Technical</b>	<b>Data</b> Workout Data Approach for Change Roadshow 0.2dc.pptx Master and Config data creation and update approach v0.1.xlsx DQ Issues Registry v0 13 for consolidation.xlsx  WorkOut Interface Design (Functional) v 1 91.pdf <b>Requirements Traceability Matrix</b> Program_Requirements Traceability Matrix_Final_v1.0 07052014.xlsx Program WorkOut Requirements Traceability Matrix(s) May to August 2014

# PIR Interviewees

Person	Area – Team	Role
Suzie Jakobovits	Corporate Planning Manager	Benefits Management
Stephen Devine	Shared Services Manager	End user/Benefits
Heath Preston	Statutory Reporting Manager	End user
Nadia Lipari	WorkOut Program Change Manager	Program Change Manager
Ross Taylor ( <i>Represented Jodie Hallam</i> )	Programs Performance Analyst	End user/Benefits
James Snaize	Energy Connections Manager, Network Programs	End user/Benefits / BFM Task force
Roger Riley	Manager Network Programs	End user/Benefits
Priscilla Taylor	Risk Manager	Program Risk SME
Tom Lillis	Manager ICT Program workout	Program Lead – ICT
Anna Talevski	WorkOut PDO Manager	Program Delivery Office (PDO) Manager
Sebastian Gallo	Regional Business Manager (Central)	End user/Benefits
Tim Lloyd	Regional Business Manager (East)	End user/Benefits
Rod Jones	Program Manager – WorkOut Sustainability & Mobility	Program Manager
Dhammika Adihetty	Transformation Program Director	Transformation Program Director
Narelle Whinfield	Business SME Finance - BI Reporting	Business SME Finance - BI Reporting
Allen Tam	Asset Analytic Manager, Asset Engineering	End User
David Matassoni	Manager, Networks Business Process	End User
Karen Miller	Asset Manager – Lines, Asset Engineering	End user
Paul Lane	Workout Business Lead, S&BD	Business Lead - SME
Michael Mercuri	Manager Procurement /End User	End User/Process Owner
Johan Janse van Vuuren	Manager: Capital Delivery & Engineering	End User/Process Owner/ Benefits
Andy Ryan	Field Team Manager – Thomastown (Central)	End User
John Paul Annual	Field Team Manager – Rowville (Central)	End User
John Mulqueaney	Manager Business Systems, ICT	ICT Operations Owner
Deb Howe	Program WorkOut - Change Analyst	Change and Communications - Stabilisation
Mario Tieppo	CIO	Leadership Team
Chad Hymas	GM Strategy & Business Development	Program Executive Sponsor

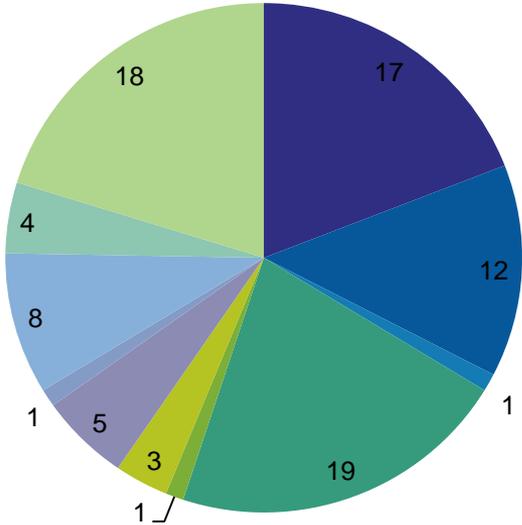
# PIR Surveys

## Survey Respondents by Type



- End Users
- Super Users
- Project Team
- Process/Data Owners
- Management

## Survey Respondents by Function



- Asset Management
- Downer
- Finance
- Gas
- HR
- ICT
- Risk and Assurance
- Service Delivery
- Strategy & Business Dev
- Select