Objective

OBJECTIVE CASE STUDY
PORT OF BRISBANE

PORT of BRISBANE
Here for the future

ORGANISATION
Port of Brisbane

INDUSTRY
Public Sector

BENEFITS AT A GLANCE
- Effective management of a key corporate asset – information
- Strategic foundation for retention and development of knowledge
- Legislative compliance
- Improved business information workflows

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Strategic planning for future growth led the Port of Brisbane Corporation on a quest to build a solid foundation for knowledge management. The Corporation began a drive to enhance business processes and improve recordkeeping practices with the implementation of an Enterprise Content Management (ECM) solution.

The Corporation acknowledges that information is a significant business asset. It is vital for future growth that value is derived from information assets, and that people have access to the right information at the right time when conducting their everyday business.

The Port of Brisbane Corporation manages Australia's fastest growing container port. Its primary role is to facilitate trade growth through the provision of infrastructure, planning and development of new facilities, and maintenance and management of existing facilities. The Corporation also leases and manages land for port-related purposes and maintains navigable access to the port for commercial shipping.

The Port of Brisbane is Queensland's largest general cargo port, with its main complex located at the mouth of the Brisbane River. Each year over 2,600 ships exchange over 26 million tonnes of cargo over the port's wharves. This figure is expected to double by the year 2025, and the

Corporation is undertaking a major expansion project to cater for this rapid commercial growth.

UNCHARTED WATERS
In early 2001 the Corporation initiated a knowledge management project, to respond to the proliferation of corporate information received and produced by the organisation. The project highlighted information as a significant business asset, requiring a strategic approach to ensuring that people have access to the right information at the right time to conduct their everyday business.

Prior to starting this project, the Corporation had an in-house system that relied on physical files for the capture of corporate records. Staff were required to print copies of correspondence considered to be of corporate value and place this onto a physical file. Given that information was increasingly becoming electronic, this highlighted a key issue.

In a quest to advance business practices and to prepare for future rapid growth, the Corporation needed a powerful solution that would bridge the gap between the electronic and physical information environments and provide timely, accurate and secure management of its corporate knowledge base.

In addition to improving information management, the Corporation also needed a solution to help ensure compliance with the Queensland Public

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Ms Marie Walker
Manager Corporate Information,
Port of Brisbane

Records Act (2002) and the adoption of standards such as Information standards 18, 31, 40, 41 & 42 and AS ISO 15489.

The impending growth of information across the business and the need to strategically manage this important asset raised certain practices and issues that needed to be addressed:

- Siloed and "free-range" information storage practices across shared drives made searching difficult and encouraged the duplication of information.
- Storing electronic information on physical files relied on the use of paper resources, was time consuming and did not effectively capture the context of electronic digital information.
- Divisional information structures impeded information sharing – staff managed their own information, creating multiple versions of the "truth", did not name information consistently; nor could the information be monitored and controlled effectively in the existing environment.
- Email was increasingly becoming the most widely used mode of business communication. There was a need to provide an effective repository to capture email metadata for preservation of business content, and to open up knowledge sharing while maintaining corporate accountability requirements.

- Potentially significant information and knowledge was being lost due to increasing numbers of transient and retiring employees.

The senior management team sought to position the Corporation for the future, enabling it to leverage strategic value from its information assets, while meeting business accountability and legislative compliance requirements.

"We had various systems carrying out similar functions but they were not integrated with each other. Objective provided us with opportunities to integrate these systems into the future. The Electronic Document and Records Management System (EDRMS) was considered the founding element in capturing corporate value information," said the Corporation's Manager Corporate Information, Marie Walker.

"With our forecasted business growth and the potential for our divisional business structures to be reconfigured over time, we needed to be sure that our information assets were secured in a single corporate repository that encouraged the development of a consistent corporate language."

The Corporation also expected the solution to improve several areas of its electronic content management, including: email, document control,

workflows and records management compliance. After an extensive evaluation of leading content management solutions, the Corporation selected Objective. The selection panel included representatives from all key areas of the business. The panel viewed Objective's ability to manage diverse types of electronic information underpinned by records management functionality within a single 'user-friendly' repository, as the deciding factor.

"The solution's ability to become a routine part of all business transactions, rather than adding to the current workload, was a distinct advantage. Objective easily captured email and accepted any other type of information object," said Ms Walker.

A SUCCESSFUL DEPLOYMENT
Key stakeholders who were part of the selection panel were also active participants throughout the system's implementation. This played a crucial role in facilitating and assisting with change management throughout the implementation of Objective.

Objective played a key role in project planning and knowledge transfer through initial product familiarisation, assistance with writing the user acceptance testing scripts, development of training materials and delivery of employee training.

Having the right mix of people on the project team was also a key factor in the success of the Objective implementation. In addition to its close working relationship with Objective, the Corporation had four experienced employees on the team including an external business analyst. Engaging an external consultant provided a fresh and impartial approach to the task of analysing existing business processes and adopting improvements with the introduction of Objective's functionality.

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The introduction of Objective provided an opportunity for the Corporation to move to a functional business taxonomy for information storage, facilitating knowledge sharing across the business. Data was migrated from the existing shared drives, subsequently phased out, providing the Corporation with a single file plan.

Training was designed to meet the needs of all levels of employees, from a diverse range of disciplines including engineering, environmental science, accountancy, surveying, contracts and property administration, human resources, organisational development, corporate relations, safety and risk management and a range of manual trades. A training needs analysis identified those employees who were everyday users that completed a two-day training course.

"To sustain the system into the future we had to have the right people trained to the right level. This provided initial support but also ensured that the system's functionality and opportunities for improvement could be visualised, analysed and redefined, and process improvements adopted," said Ms Walker.

In April 2005, the Objective enterprise-wide deployment went live. The solution is used by up to 240 users including professionals, technicians, trades and administration staff across seven sites including Port Office, the Operations Base, Brisbane Multimodal Terminal, Visitors Centre, Reclamation Site Office, Wharf 10 Construction Project Office and in the corporate office in Brisbane's CBD.

"With the diversity of roles, usability of the system across the various parts of the business was critical," said Ms Walker.

With the Port of Brisbane's expansion, the Corporation has constructed a 4.6km seawall to enclose a 230ha area for the development of wharves, terminals and support infrastructure. As a consequence the Corporation manages a high volume of projects and associated contract documentation. Many of these projects can run from one to fifteen years, encompassing a detailed sign-off process that requires careful management.

"With Objective, we have achieved efficiency gains by using a review and approval function. Review and approvals are critical to project and contract administration management. These efficiency gains have assisted us in meeting our performance goals," said Ms Walker.

Objective's review and approvals function also manages the Corporation's performance management worksheets and employee development plans.

REPORTING AND COMPLIANCE

With the implementation of Objective, the Corporation has been able to measure information growth and patterns of use.

"Objective reports have enabled us to quantify volumes of information that are captured

FIG. 1: POST IMPLEMENTATION REVIEW – COMPARISON OF FILE VOLUMES

35% Pre-April 2005 file collection

65% Post-April 2005 PBC file plan collection
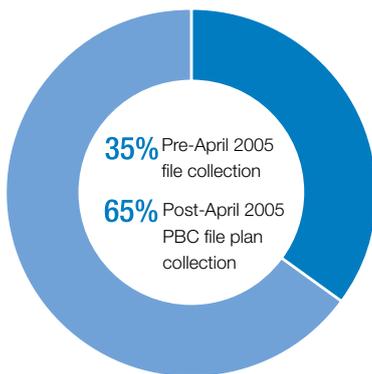
The Objective eDRMS was implemented in April 2005. The System has now overtaken the old file registry in total volume of files held. This is very positive for PBC as it verifies that the Port is now capturing more effectively its valuable corporate information assets within a compliant records management environment.

Please Note: It should be clarified that this graph represents creations only, not the total number of documents the system contains.

The project team identified the following elements that contributed to a successful implementation:

- CEO and senior management buy-in.
- A project sponsor and key stakeholder commitment.
- Involvement of representatives from all key business areas throughout the project.
- Communication of a single message to the project team and the business.
- The right people and resourcing for the project team.
- Project planning - a proven methodology and realistic time scales.
- In-depth analysis and design of business information flows.
- Comprehensive user training and support.

"Today, as with any major implementation of a critical business solution, success still relies upon managing users expectations. We continue to manage these expectations of the solution today," said Ms Walker.

MEETING RIGOROUS REQUIREMENTS

Objective is a critical system at the Port of Brisbane Corporation, underpinning day to day operations.

and managed in Objective. For example, the Corporation knows that for the first quarter of 2007, email contributed 48% of the total information captured and used within the organisation," said Ms Walker.

All incoming mail is scanned into the system and delivered electronically. Correspondence can be sent to multiple action officers without the need to duplicate information. All incoming mail is captured at one point and tracked to action officers eliminating lost correspondence.

The Corporation's compliance with specific industry regulations has emerged as a critical application for Objective.

As with all ports in Australia, the Corporation must comply with the Maritime Transport and Offshore Facilities Security Act 2003. Objective assists with compliance requirements and also facilitates the Corporation's role as a Maritime Security Identification Card (MSIC) Issuing Body.

MSICs are now necessary for any person entering and working in a maritime or offshore security zone. Objective integrates with the Corporation's MSIC system and assists in managing the processing of MSIC applications. The MSIC process that the Corporation

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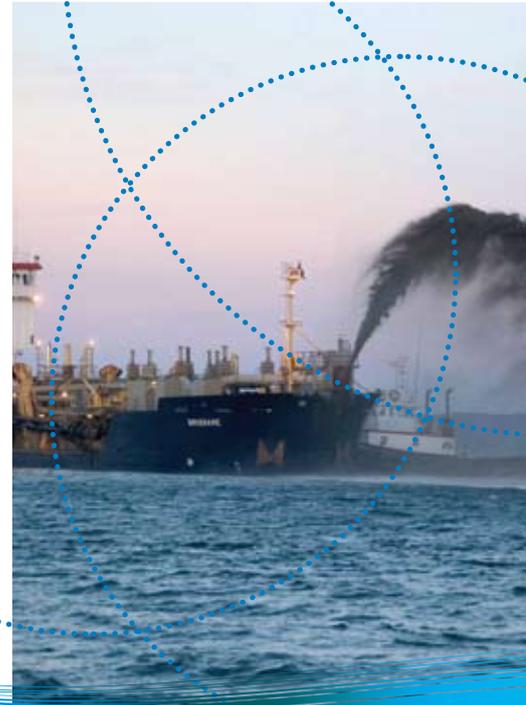
administers confirms that applicants have met the minimum background checking requirements by the Australian Federal Police and Australian Security Intelligence Organisation, and that they are eligible to work in a maritime and/or offshore security zone. The Corporation has processed over 12,000 applications since the system's introduction in late 2006. All associated documentation is stored securely in Objective and managed as a corporate record in compliance with strict legislative requirements.

BUSINESS CRITICAL BENEFITS

Objective plays an integral role in the Corporation's day-to-day activities. It has served as a platform that has enabled a major change in 'information' philosophy, creating a greater awareness of the value and importance of corporate information.

"Usability of the solution across various divisions of the business is paramount. Objective is easy to learn and user-friendly, which the staff find familiar and intuitive. This has had a major influence on system uptake and acceptance and is considered to be a key factor in the overall success of this project," said Ms Walker .

"With Objective, we have greater control over information within the Corporation. It has created opportunities to enhance vital business

information workflows, particularly in project management.

"Objective enables people to have access to a powerful search and retrieval browser, along with tools to assist them in managing electronic information and contributing to corporate knowledge. It has helped staff meet their corporate information responsibilities.

"Objective facilitates the efficient management and necessary security of the Corporation's knowledge assets now and into the future," said Ms Walker.

"Objective has provided a secure foundation from which to leverage our information assets as the Corporation grows into the future."

Moving forward, the Corporation will focus on its records management including the refinement and simplification of its current processes, resulting in greater efficiencies in Public Records compliance.

An upgrade to the latest version of Objective will provide opportunities to enhance workflow development, and explore the integration of other corporate business systems to refine information flows. Work with stakeholders is continual to optimise the use of the solution and ensure the provision of the right information to the right person at the right time.

ABOUT OBJECTIVE CORPORATION

Objective Corporation (ASX:OCL) is an established leader and specialist provider of proven content, collaboration and process management solutions for the public sector.

Our solutions empower public sector effectiveness, efficiency and transparency, helping governments deliver better services at a lower cost to the community.

Through direct customer engagement, Objective is committed to delivering outcomes that have a positive effect on the public sector, its citizens and the community.

Since 1987, we have been trusted by Government and Top 1000 corporations to deliver long-term valued business outcomes.

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