

Senate Finance and Public Administration Legislation Committee—Budget Estimates 2005-06 (May 2005)

Parliament Portfolio, Department of Parliamentary Services

Answers to Questions on Notice

Topic: DPS Restructure

Question P3, Hansard page number 27 (23/5/05)

Senator FAULKNER—Is there any reason why the submissions could not be made available to the committee? If there is a privacy concern, obviously that could be dealt with.

Mr Kenny—That would be my only hesitation. They were submissions made to me. I do not know whether the individuals would like them to be tabled. If they did not mind, then I am quite happy for them to be tabled. I can go back and ask the individuals.

Senator FAULKNER—I would appreciate that.

Answer:

The submissions that follow are provided with the permission of the individual authors.

Submissions

Submission 1—Phil Kuczma, Building Management.

Minute

Contact officer:	Phil Kuczma	Date:	23 March 2005
Tel no:	5344	Ref no:	ref.

David Kenny

Proposed DPS Restructure

1 My comments on the proposed restructure document are in the form of asking questions for clarification and understanding. I have made assumptions from the presentation document with the understanding that a document without the verbal presentation does create some confusion and misunderstanding.

2 In regard to the covering letter paragraph 2 the statement that "*the new structure relate to improvements in how we make decisions, allocate resources and interact with our customers*".

- (a) For these improvements to be implemented, what measures are we not achieving and in what areas of the organisation is this happening.

3 In regard to the covering letter paragraph 2 the statement that *"A number of overarching principles are identified, these being that DPS will be"* followed by the dot points.

- (a) Where are we now in regard to each dot point?
- (b) Where do we need to be in regard to each dot point?
- (c) How does the restructure address these dot points?

4 In the fourth paragraph the statement *"rather how we manage and resource what we do."*

- (a) Have we as a department gathered all the information on how we manage what we do. In this regard have we looked at our strengths, weaknesses, opportunities and threats to establish what changes are required.
- (b) Once the changes have been identified and a road map drawn up to give direction to meet our established targets, then a restructure of the department can be considered.

5 In regard to the fifth paragraph *"the presentation also refers to an implementation process"* and details three dot points.

- (a) The dot points give a perception of changes to take place with known outcomes, is there data on the excess staff as indicated in the following sentence after the dot points?

6 Presentation slides, Slide three starts with the delivery of ICT and ends with a possible re-organisation of DPS. What is the link from ICT to the department requiring a re-organisation?

7 Slide twenty six is confusing, are the dot points not preferred if so what models are preferred?

8 Slides forty one, forty two and forty three, as in slide twenty five dot point one *"common customer or outputs"* Art Services, Facilities Management, Work Management and Maintenance Services have common customers and outputs. Therefore the separation and reporting to different Assistant Secretaries could work against efficiencies in the management and delivery of services.

9 I welcome the opportunity to comment on the presentation document, *"Proposed DPS Organisational Structure"*. My overriding thoughts are that if the Executive are to consider the restructure next Tuesday there was little time for me to seek further clarification on supporting information, thus my lengthy list of questions. My concerns are from the point of gathering information on our department's performance and where it requires improvement. To have established this as a prerequisite to organisational change is essential to continuous improvement. The risk is *"throwing the baby out with the bathwater."*

Phil Kuczma
Assistant Director
Building Fabric Services
Maintenance Services

Minute

Contact officer:	Adrian Purnell	Date:	23 March 2005
Tel no:	5185	Ref no:	ref.

David Kenney
Deputy Secretary

John Nakkan
Acting Assistant Secretary Building Management

Proposed New Structure

1 I would like to suggest the following changes to the DPS Proposed Structure March 2005 in relation to the Product and Service Development Group.

2 My proposal (see Attachment A) involves splitting the Strategic Planning section into the following two sections;

- (a) Engineering, Architectural and Environmental Services; and
- (b) Planning & Building Information.

3 Under this proposal the Engineering, Architectural and Environmental Services section would be responsible for developing strategies, setting standards, developing the works program, developing the Statement of Requirements for works projects and signing off on the design documentation. Under the current arrangements this responsibility is split between Engineering Services for engineering projects and the Design Integrity Officer for architectural projects.

4 Savings could be made by not filling the Director Strategic Planning PEL2 position. For this arrangement to work the Design Integrity Officer position would need to be upgraded from an APS6 level to a PEL1 level, the same level as the other professionals in this section.

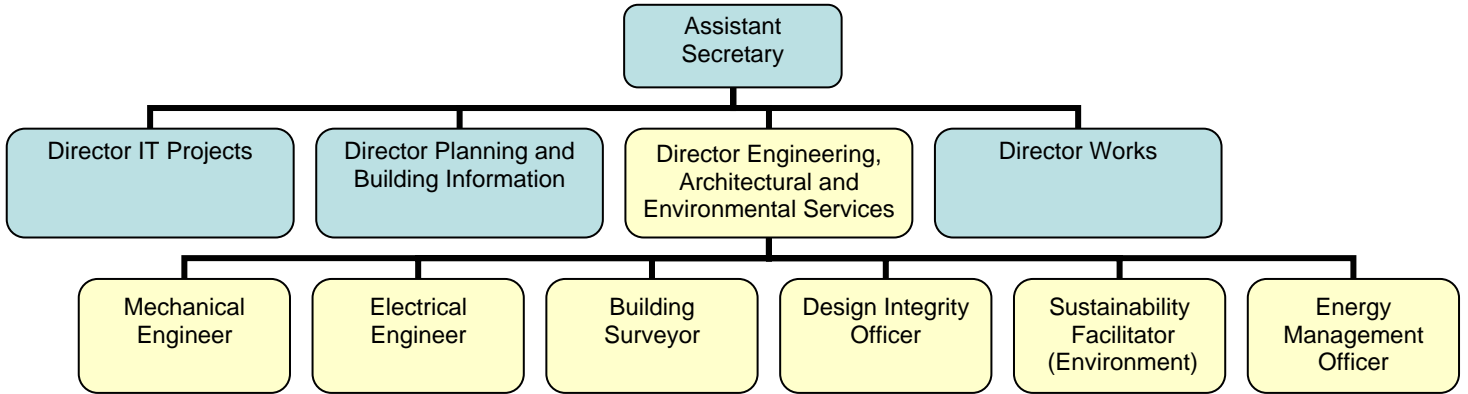
5 Engineering Services is responsible for the environmental issues associated with energy and water management. The Energy Management Officer, Chief Engineer, Mechanical Engineer and Electrical Engineer are all heavily involved in these issues. Bringing the Sustainability Facilitator into this section gives the section the overall responsibility for managing environmental issues.

6 Planning and Building Information provide similar types of services in terms of providing information on the building, plant and equipment to other groups. They both make extensive use of IT systems and therefore there would be an advantage in combining these two areas.

Adrian Purnell
Chief Engineer

Attachment A

Product and Service Development



Submission 3—David Cossart, Building Management.

-----Original Message-----

From: Cossart, David (DPS)
Sent: Wednesday, 23 March 2005 11:53 AM
To: Kenny, David (DPS)
Cc: Smith, Andrew (DPS); Nakkan, John (DPS); Harrison, John (DPS)
Subject: Proposed Restructure

David,

Thanks for the opportunity to provide initial comments on the proposal to restructure DPS. My comments only consider the delivery of works projects and the effects the proposed restructure may have on Works Management.

As you are aware, Works Management is a small group currently consisting of seven staff and a number of medium to long term construction contractors. We have had a certified quality management system to AS/NZS ISO 9001 since February 1997. Our registration covers the provision of project, design and construction management services for the delivery of approved multi-disciplinary works projects. The purpose of Works Management is to be the Parliament of Australia's "expert client" and to deliver the approved program of capital and engineering works projects utilising administered funds. This is achieved through the provision or procurement of project, design and construction management services. The required outcome is that all projects are delivered within the agreed timeframe, approved budget and to the agreed standard of quality and to maintain the design integrity of Parliament House. This is accomplished by the implementation of a program of asset replacement and refurbishment works, minor new works and functional building changes for the Parliament to ensure that the building and its services meet the future needs of the occupants and the Parliamentary processes.

Currently we are managing some 115 projects with an administered budget in 2004-05 of \$16,010,000. This excludes the program of 3 security enhancement projects with a budget of \$11,625,000.

A Statement of Requirement (SOR) is prepared for each individual project. A number of projects are grouped together to form a package for which a Project Management Plan (PMP) is developed. Development of the SORs and PMPs is undertaken in close consultation with a Maintenance Services officer, Engineering Services Officer, Architectural Services Officer, Planning Officer, Building Information Officer and the Design Integrity Officer. These staff, together with the Client, design agent and contractor, form the Project Team. All projects are managed in accordance with the international recognised "Project Management Body of Knowledge" (PMBOK). The SORs and PMPs are developed in accordance Australian Institute of Project Management (AIPM) guidelines. All current permanent staff are either Master Project Directors (MPD) or Registered Project Managers (RegPM). The two temporary staff are currently preparing their portfolios for assessment by the AIPM for registration as Reg PM.

Separating Works Management from Maintenance Services and Architectural/Design Integrity has the potential to cause unnecessary delays and reduce the efficiencies and effective operation developed over the past 10 years. For example Works Management (with the intimate support from DI, Maintenance and Engineering Services) have won a number of local and national building and engineering awards. In the early days of managing the building, Maintenance Services and Works Management were in different groups (DI was then part of Works Management). This caused considerable problems in coordinating the preparation of briefs, managing detailed design (such as buildability, ease of maintenance and training requirements), construction issues (in particular isolation of services and permits). Consequently a major review was undertaken in the mid 1990's which resulted in Works Management (including DI), Maintenance Services, Engineering Services, Planning and Building Information forming the Building Management Program. This group is a typical organisation in the private sector. The construction/maintenance/engineering industry includes thousands of organisations world wide that consist of a structure similar to the current Building Management Group.

Other than Works Management and IT Development both undertake projects (using the AIPM and PMBOK) the technical competencies, knowledge and skills are completely different. The IT industry is fundamentally "white collar" in its approach and delivery methodologies, whereas the Construction industry is primarily "blue collar" in its approach. If we took the view that IT projects and Construction projects could be managed in a similar fashion, an argument could be made to include Human Resource projects, Procurement projects and Finance projects etc in the same group.

In summary, the current Building Management Group which includes Works Management, Strategic Planning (Design Integrity, Engineering, Building Information & Planning) has been put together because of strong industry alliances and is used in the private sector for the delivery of similar services. I therefore request that you reconsider your proposal as i

For your consideration,

David

David Cossart

Director Works
Parliament House
CANBERRA ACT 2600

Phone: (02) 6277 3592
Fax: (02) 6277 5647
Mobile: 0411 044 389
E-mail: david.cossart@aph.gov.au

Notice:

The information contained in this e-mail message and any attached files may be confidential information, and may also be the subject of legal professional privilege. If you are not the intended recipient any use, disclosure or copying of this e-mail is unauthorised. If you have received this e--mail in error, please notify the sender immediately by reply e-mail and delete all copies of this transmission together with any attachments.

Submission 4—John Harrison, Building Management.

-----Original Message-----

From: Harrison, John (DPS)
Sent: Wednesday, 23 March 2005 12:58 PM
To: Kenny, David (DPS)
Cc: Smith, Andrew (DPS); Nakkam, John (DPS); Cossart, David (DPS)
Subject: DPS PROPOSED STRUCTURE

David,

Reference is made to the presentation that was posted on the departments portal late on Friday 18 March 2005. I am encouraged that the reorganisation is looking at the department in total and not just isolated groups. Also it is pleasing to note that a change management team will be established and there will be more wider consultation. Previous reorganisations I have been involved with have lacked in these aspects so it is good that they are being considered up front.

I am however disappointed with the following:

- The length of time to comment being restricted to 3 working days. I currently have staff on leave who will not return until the due date for comment and therefore we are not able to provide a consolidated response from all staff.
- I was not aware until last week that a total reorganisation was being considered. Also as I have not had the privilege to meet you and discuss what Works Management's role and responsibilities are I have to trust that you have an understanding of what we are about. I understand that you have however spoken to my Director David Cossart.
- Not having the benefit of hearing your presentation. In my opinion it should have at least been presented to all line management so that we had a greater understanding of the background and objectives.

In relation to the proposed organisation structure I make the following comments:

- I can see a logic behind having Works Management and IT Projects located together as we both are project management areas. However that is where our similarities end. Apart from the project management skills and qualifications our technical skills/qualifications and industry standards/requirements are totally different.
- The separation of Works Management from Maintenance Services is a great concern as the majority of our projects are asset replacement, refurbishment and enhancement works that are related to the long term on going maintenance of the buildings services and structure. In essence the projects we run are maintenance type works and therefore fit along side and compliment Maintenance Services who carry out the day to day routine maintenance.
- The above point also relates to Engineering Services as we work closely with them during the development stage of all projects. It is noted that under the current proposal we are located together. This needs to be considered in any future changes to the organisation.
- Over the years Works Management has worked hard at developing a good working relationship with Maintenance Services. Over the last few years this relationship has started to mature. By separating the two areas to a different Assistant Secretary I am concerned that communication will start to break down or be prolonged.
- Works Management staff communicate daily on projects with all levels of Maintenance Services staff. This level of involvement needs to continue for the successful implementation of works projects.
- Again with Architectural Services being under a different Assistant Secretary the communication and shared objectives is a concern as Works Management consults regularly with Architectural Services on architectural matters on various projects.
- The separation of Works Management and Maintenance Services may restrict the ability of short term staff relief and hinder career development. By having a different Assistant Secretary staff may not be released for short term transfer.

I note in your presentation (slide 26) identifies Non-preferred Models of the structure being aligned on:

- Location of services outlet - one stop shops
- Product silos - covering whole of life
- Internal functions
- Technical skill sets

I would appreciate some more information on this as I would think they would be a preferred model for like activities and industries.

In summary I support the reorganisation of the department but feel the location of works management, maintenance services, engineering services and architectural services within the proposed organisation structure needs to be reconsidered and located under the one Assistant Secretary. By the separations of these groups I feel that we may not be able to achieve some of the principles (slide 5) of the review i.e. being:

- Flexible
- Responsive
- Cost effective
- Accountable.

My preferred option would be to have like industries located together e.g. building and engineering industry. The reasons for this from a works management point of view are to:

- Have a like minded group with the same focus, objectives and core business.
- Continue to develop a career structure for trade and maintenance staff within the department.
- Maintain flexibility in delivering works projects on time, to the required quality and within budget.
- Remain accountable. With the groups being split across different areas of the department there is the potential to loose accountability.

I look forward to further discussion on this matter and appreciated the opportunity to provide comment for your consideration.

John Harrison
Assistant Director, Works Management
Department of Parliamentary Services
Telephone: 6277 5211
Facsimile: 6277 5291
Mobile: 0411 044 445

=====
Notice:

The information contained in this e-mail message and any attached files may be confidential information, and may also be the subject of legal professional privilege. If you are not the intended recipient any use, disclosure or copying of this e-mail is unauthorised. If you have received this e--mail in error, please notify the sender immediately by reply e-mail and delete all copies of this transmission together with any attachments.

Submission 5—Mr Shaun Hardy, Client Support and Broadcasting.

David

Just a brief note to provide you with summaries of recent working group meetings and to offer my "two bob's worth" on some of the restructure proposals. As an aside, having been sent the transcript from yesterday's meeting with Hansard, I'd suggest one possible alternative to 'productivity reviews' is 'business reviews'. This terminology does not contain inherent assumptions that current operations are inefficient or that the primary driver is budget or staff losses. My interpretation of a business review is one that evaluates strategies, structures, budget, service levels, performance levels, workforce, work processes and overall alignment.

Performance Management Working Group

- The attached summaries are about to be posted to the CANG portal;
- A summary of all proposals agreed by the working group to date is being prepared at the moment;
- Only one point of contention thus far - transition to the new scheme; when the first performance-based salary advancement will occur and whether the old schemes or new scheme eligibility criteria will be used; this will be revisited tomorrow morning;
- Working group members have suggested that the consolidated proposals should be submitted to CANG with the opportunity for discussion, questions and feedback during one of the upcoming CANG meetings; I am happy to assist with this if required.

[note—3 Performance Management Working Group attachments removed]

DPS Restructure Proposals

- Good progress thus far - the rationale around grouping by nature of work is sound - naturally some feel threatened by change;
- Releasing the broad outline early is a very good strategy and this should be supported in due course by presentations;
- A simple diagram mapping former structure to new structure and dot point responsibilities would be very useful;
- I'd suggest that the group labels of Content Management (Parliamentary Proceedings ?) and Product and Service Development (Building and Infrastructure Development ?) might need further thought to more clearly distinguish their nature;
- The web-related activities in a number of groups could be consolidated and reside solely within the Information Access group;
- The centralisation in the Strategy and Business Services group is very good, however, the three functions of Governance, Policy and Plans and Business Management appear to have a great deal of overlap in nature - I'd suggest that the three functions could be rationalised along with a number of related positions through economies of scope and scale.

I'd also like to flag my interest in being involved in further planning and implementation activities involved in the restructure proposals if such an opportunity is presented. Effective change is often better driven by those who don't have an investment in the status quo and who can step back and ask the critical and sensitive questions. While discussions with current Assistant Secretaries will seek their views about where they might be able to contribute in the new structure, I'd suggest that strategies, structures and skills should determine the best fit rather than personalities and preferences. Happy to discuss these views anytime. Regards.

Shaun

Submission 6—Name withheld, Information Technology and Communications Services.

David

I am aware that you are reviewing the overall ICT governance process which includes the operation and structure of ITACS. Peter Ward has forwarded a document to the Secretary and yourself entitled - "Review of Information and Communication Technology (ICT) Service Delivery and Governance in the Department of Parliamentary Services".

Initially, I would like to advise that this document has not been widely distributed and there has been little consultation on the contents with staff of the department. You will notice that in the list of staff consulted in Appendix B there is no mention of any ITACS staff. Whilst this document was developed by some ITACS executive staff there was little involvement of other staff in the process. The document was only distributed to ITACS Directors as far as I aware.

Whilst this does not detract from the overall message in the document it does mean that consultation with staff affected by organisational change will need to occur before any change is effected.

ITACS as an organisation is not working all that well. Principally the issue is not with governance but with Project approvals and the replacement of aging assets. There appears to be too many Executives involved in the approval process and what is needed is a streamlined process to ensure efficient and effortless approvals. That does not mean no justification nor strategic solutions.

In time of restraint we must look to organisational savings because it is not palatable to cut services.

In my opinion there are several areas where savings can be made and which have not been addressed by Peter Ward. He may have addressed them separately with you.

1) IOS and Client Support

Peter has suggested that these two sections be integrated. I agree but their management need not be in ITACS. There are definite benefits to be gained by eliminating any duplication present in the two sections.

No mention is made of Minor Projects which is managed by IOS. This small section should be transferred to Broadcasting Support where the skills can be more effectively supplemented in high workload times.

2) Broadcasting

Back in 1999 with which I am sure you are now familiar. The department decided to split Broadcasting into Production and Support. That, in my opinion was not a good idea because it isolated the two interest groups and inserted an administrative barrier between them. At the same time it demolished the Broadcasting project environment and decimated the technical skills in Broadcasting. This is something we are paying the penalty for at present. Alas, the sins of our fathers!

Rejoining the groups will remove some duplication in support roles and more evenly balance the workload during non sitting periods; when Production staff have little to do. With the introduction of more digital services, better use can be made of the skills of all Broadcasting staff.

A thorough examination is warranted, not ignored as in Mr Ward's paper.

3) Telecommunications

Primarily this is a Telephony and Fax service. Fax use is declining and it is questionable now that the Broadcast Fax Gateway is still justified as a service. It appears that the main use is by Ministerial

staff for Press releases. From what I hear E-Mail is a better distribution medium anyway and costs DPS little compared with \$0.10 per page for fax.

There are few technical issues surrounding the telephone system. The facility is outsourced to Telstra and the contract runs for another 2 years with a 2 year option. The system is managed by one DPS staff member with occasional help when software upgrades are required. The major function is provision of the service, billing and mobiles.

There is potential to reduce the Facilities Management Team slightly by reducing the number of telephone operators and technicians. See attachment for comments on the telephone help desk. Service levels may have to be adjusted but there is overservicing in this area anyway. Just dial 9 and count how long it takes for an operator to pick up the phone. Rationalisation of this area has been considered on many occasions but not proceeded with. Perhaps in 2005/2006 it will be necessary.

This discrete unit could be managed by a Facilities or a Corporate section and does not need to be in ITACS.

4) Business Information Systems, Enterprise Systems and Computing Services

The first two sections are administered by ITACS Projects and the latter is administered by Infrastructure Facilities.

The plan was for the first two sections to be responsible for the development of new services and modification of services, as required. Systems would be handed over to Computing Services or other sections to support, thus enabling the development teams to move on to other services. A clear distinction between development and production was envisaged.

However, a reluctance on part of the first two sections to pass the systems on to support groups has been noticed, so that these sections not only develop platforms they also retain the support role. See attached paper for further comments.

5) Security

Why is there a need for multiple security sections in the department? Surely, the ITACS ICT security section can be integrated with the broader departmental security section. I doubt that there will be any savings but there could be more job satisfaction with the broader role. Business Continuity and Standards aspects need not be part of this section and some project work could be transferred elsewhere. Potential saving of the management position.

6) Communications

Additionally, there is potential to further remove some role overlap by transferring the Communications section from Infrastructure to Security. This would integrate ICT security with ICT communications thus removing some overlap of services. Also, it provides the Security section with much needed networking skills.

Creation of an integrated communication section. Bring together ICT and Broadcasting communications sections. As more Broadcasting transmissions will be digitally based and utilising the same network infrastructure in the building, it makes sense that the data and broadcasting communication functions also be integrated.

So, with IOS integrating with Client Support, Broadcasting returning to a bigger and better Broadcasting unit, Telecommunications going to Corporate or Facilities, Network Strategy(Management) integrating with DPS security, there remains Computing Services which I have indicated previously does not function well with Enterprise Management Systems, Business solutions and the overlapping support role. It would be far better to integrate the three sections and sort out the issues once and for all under one manager.

[Attachment – see below]

My specific comments on the paper as attached. Naturally I am available to discuss these issues as required.

[Name withheld]

Minute

Contact officer: [withheld]

Date: 9 February 2005

Tel. no.:

Ref. no.:

Mr. D. Kenny
Deputy Secretary
DPS

Review of ITACS Governance

1 Appended are my comments on "Review of Information and Communication Technology (ICT) Service Delivery and Governance in the Department of Parliamentary Services" paper written by Peter Ward.

Section 2.2.5 Lines of Support

First line, Second line and Third line support

2 The quaint use of the term "modifying the status quo" is confusing. To me maintaining the status quo is definitely a first and second line role but also third line, where more complex support is provided by the developer or vendor to fix a problem. New work is new work and I don't see any blurring here but this could explain some of the problems in this area.

3.3 Super User

3 Someone has cottoned on to the term "Super User". Whilst this may be useful in small organisations it doesn't always work and staff in such roles end up becoming de facto Applications support staff. Traditionally their usefulness is diminished to the point that they become full time support staff. Such resources are not captured as part of ICT support costs and become part of the "hidden" support costs. A doubtful long term solution for many organisations. As indicated above probably good for small organisations but not large organisations.

3.3.1 Strengths of Former JHD ICT Account Manager

4 There is no longer a part-time JHD Account Manager. It worked well during the transition period.

4. The future of ICT in DPS

5 There is no reference to Broadcasting Systems. I am sure you have noticed that the ITACS acronym also does not include Broadcasting. Curious! History is written by the victor!

4.2.1 Recommendation 2 Para 2 Blurring of line of modifying the status quo.

6 I would disagree in that the blurring of the lines is more evident in third line support rather than second line support.

First Line support Dot point 6

Telecommunications

7 This is incorrect. The contract does not restrict the department from integrating or taking in-house the telephone help desk function. The real restriction is that telephone service calls use a Telstra **FMS** database facility which records specific telephone information relating to service calls, extensions and their configuration in the PBX, which is not available in SARMS. The cost of integrating this with SARMS is likely to be very expensive.

Dot Point 8 Account Management

8 This was tried previously and did not work. There were great expectations by the clients but the end result was an Application backlog in Projects as the Account Managers did not have any technical resources or budget to assist clients.

Dot Point 9 Super User

9 How appropriate is it for an ICT organisation to impose a support strategy on a client or end user organisation?

Recommendation 3 Incorporate 2020 in ITACS

10 Sort of a leap of faith here! Not well justified. Why the need to put 2020 in ITACS. Maybe somewhere else is better? What of its complementary organisation IOS? What of other help desks? Where do they all logically fit? What of broadcasting tasks in 2020? I suggest that you speak with Heather Chapman about this aspect.

Recommendations 4 and 5 SAP Help desk incorporation

11 At what cost?

Recommendation 6 Single Help Desk

12 This can be done but at what cost? Ignores the question of moving 2020 as mentioned above without knowing the full picture.

Recommendation 7 Account Managers

13 Looks like additional roles for staff rather than additional staff.

Recommendation 8 Super Users

14 Do business units really want this?

Recommendation 9 Super Users

15 Transfer all the communication problems to the Account Managers and the elusive Super Users!

Second Line support

16 No mention of Broadcasting here!

Third Line Support

17 Lots of woolly thinking in here. Mixing up third line support with asset replacement and project work. Seems to me a Description of Convenience. Project Portfolio Management as third line support. God help us!

Recommendation 10 New Director Position

18 This new position seems unwarranted. Unless it is a remodelling of Director of Projects but it does not look like it. There may be some savings in replacing other Director roles elsewhere to cover it. Without Account Managers the need is doubtful.

Recommendation 12 Adopt the new Organisation

19 Another leap of faith! No real justification provided. There seems to be a duplication of the Business Solution units anyway. We reached a new organisation structure without reference to Broadcasting. Not a convincing pathway!

4.2.3 ICT Processes

20 The blur continues!

Recommendation 19 Single Project Methodology

21 I have no difficulty with a single Project Management methodology for ICT and Broadcasting projects. But why have several project sections or organisations in DPS for that matter. I doubt that the ICT Project Methodology would be accepted by the building staff.

22 Mention is made here of planning and control. None of this ensures delivery of quality outcomes, a persistent problem.

23 No mention is made here of ISO 9000 accreditation achieving quality outcomes. ITACS pays for the accreditation but I don't see that it adds value.

Recommendation 20 Expansion of CMDB

24 No mention is made here of the Broadcasting assets. No mention of the bigger issue of the use of the SARMS CMDB versus SAP for asset management.

4.2.5 Process Controls

25 Issues identified between 1, 2 and 3rd line support. At least they recognise that there is a problem in this space.

Recommendation 27 Funding Initiatives

26 There is too much emphasis on projects. I am sure many activities can be progressed without there being a need for a project.

Recommendation 29 Combined Project Portfolio

27 This might be the cart pulling the horse. I support the initiative but it won't be easy.

Recommendation 30 Governance Committee

28 This limits governance to ICT projects. Why not create one governance body to govern all projects and associated funding. Why does the entire Executive need to be involved?

Recommendation 32 Strategic Planning

29 Should Strategic Planning be in ITACS? Surely located outside ITACS would give it a better parliament and DPS focus.

4.3.3 TDI

30 The TDIAG appears to be top heavy with architects. The proposed members reflect the desire to modify the status quo rather than maintaining it. A possible conflict of interest!

4.3.5 Project Governance

31 PMM does not necessarily deliver quality outcomes just because it is used.

DPS Business sponsor

32 There are many ITACS systems which lack a true business sponsor as they do common infrastructure.

Project Office

33 Why can't this be part of an overall DPS Project Office? Dot point 4 is only used at end of projects (PIR).

4.3.6 SMCG

34 Members of SMCG have little knowledge and interest in Project Management. They are essentially Corporate Managers and have little interest in progressing ICT projects but focus on outcomes.

Recommendation 43 More Projects

35 The suggestion that all the recommendations be aggregated into projects for inclusion in a Strategic Plan seems a bit excessive.

Summary

36 My assessment is that this paper does not go far enough to be the basis for any reorganisation of the ICT services in the department. It does not address governance issues fully and does not lead DPS anywhere.

[name withheld]

Submission 7—Denis Bowler, Library Resource and Media Services.

-----Original Message-----

From: Bowler, Denis (DPS)
Sent: Friday, 18 March 2005 11:05 AM
To: Kenny, David (DPS)
Subject: Proposed DPS structure

David

Just some initial thoughts and a couple of points of clarification:

- intranet under Director Publishing should really be Internet/intranet (or possibly a separate unit for Internet). In terms of the role ISWS currently performs we manage the top level pages of the APH Internet site in addition to *most* of the DPS Internet pages. We also maintain the library intranet. Jim Gillilands area manages the @DPS portal and the corporate Internet pages.

- under Operations, ISWS does have servers but we don't undertake the infrastructure support work (which has been centralised for a long time), rather we direct it.

- there are some fairly major policy elements associated with the work undertaken in the proposed Content Management and Information Access groups. Policies to identify the information holdings we maintain/develop, the manner and format in which that information is disseminated (including authorisations), archiving etc etc. If this work is not to remain in those areas then there should perhaps be an additional unit under Director, Policy and Plans.

- not sure what level of detail you want to go to at this stage with respect to the governance committees structure but I think the existing ICT Change Advisory Board should be there in some form. The establishment of an overarching IT management committee is something that is long overdue.

- I realise that more detailed discussions will start at the next Executive meeting but it seems to me that the Content Management group may fit better under the Parliamentary Librarian and provide a better balance overall.

Denis.

Denis Bowler
Director, Information Systems and Web Services
Library Resources and Media Services, Department of Parliamentary Services
Parliament House, Canberra ACT 2600
Phone: 6277-4389 Fax: 6277-2634
URL: www.aph.gov.au
Internet email: denis.bowler@aph.gov.au

-----Original Message-----

From: Kenny, David (DPS)
Sent: Wednesday, 16 March 2005 2:38 PM
To: Walsh, John (DPS); Barrett, Val (DPS); Smith, Andrew (DPS); Penfold, Hilary (DPS); Verrier, June (DPS); Ward, Peter (DPS); Adcock, Nola (DPS); Bowler, Denis (DPS); Watt, David (DPS); Konig, Judith (DPS)
Subject: Presentation

Attached is a slightly amended copy of the presentation on possible re-structuring of DPS at yesterday's exec mtg.

As well as a few amendments to make it better able to 'stand alone', I have

- renamed Presentation/Publishing to Information Access
- corrected an inconsistency that existed between Content Management and Presentation/Publishing (as it was)

- Left the EMMU in two possible places

I am also conscious that I have specified a number of director positions where they do not currently exist at that level and of the expectations this might set in people's heads.

Finally, I would appreciate advice of any errors of fact or other possible inaccuracies which you might find, and will make sure I can be available to discuss the proposal with each of you before Friday lunch time.

<< File: DPS-structure.ppt >>

DK

Submission 8—Group submission, Information Systems and Web Services, Library Resource and Media Services.

Comments on the Proposed DPS Structure

These comments focus on issues related to the current work of the Information Systems and Web Services area of the Parliamentary Library.

The comments focus on two specific issues: Web Services and Library Applications and Development.

Web Services

We note that in the proposed structure, the web content management and web publishing functions are split amongst content management and information access.

We put the case that both web content management and web publishing are appropriately located together within the Parliamentary Library. The Library is the appropriate place to create, maintain and archive public domain web information and to enable web access to it. However, we support the proposal that web infrastructure/server management be undertaken elsewhere, as is currently the case.

At present, web content and web publishing work is intertwined and it may prove difficult to separate out the functions. For example, the design of the site and compliance with legal accessibility requirements are interdependent.

Currently, a web team in the Parliamentary Library maintains the top level of the parliamentary web site, in addition to the Library's web site. The web team consists of the parliamentary web manager (PEL1) and two staff who work part-time on the site – a PEL1 who concentrates on web policy, web projects and compliance with government standards for web sites and a PO4 who concentrates on maintenance issues. The two most senior web team members in ISWS staff are members of the Parliamentary Web Managers' Group which answers to the Senior Management Coordination Group (SMCG). The web team work closely with the Chamber Departments in managing the APH web site. This team has produced quite an achievement – a unified web view of the Parliament to the outside world.

The web team has a number of responsibilities:

- (i) operational maintenance of the APH site, including content published to the site
- (ii) management of metadata for the whole of Parliament content, as well as the library content
- (iii) development of specific web site policies and site management guidelines for application across the Parliament
- (iv) reviewing of site quality (both design and content) such as reviewing against whole of government guidelines and accessibility guidelines
- (v) management of specific web projects, such as the site redesign and a site content review
- (vi) some internet training

- (vii) maintenance of web search
- (viii) monitoring use of the site via WebTrends
- (ix) answering email sent to the Parliamentary Web Manager and provide feedback and assistance to web site users

The Parliamentary Web Manager also undertakes shifts on the Library Central Enquiry Point answering client enquiries to keep up-to-date on issues of concern to Senators and Members.

The web team also manages the Library intranet, including the client interface that provides information services to Senators and Members. They also maintain the library content blocks on the Senators' and Members' portal, and the DPS portal.

There is potential for this team to absorb other related web activities, such as management and maintenance of the DPS Portal and the Senators' and Members' Portal.

Library Applications and Development

We put the case that a small team be located in the Parliamentary Library to support specific Library applications where specialist skills and an immediate response (due to client business needs) is required.

An example of where there is this need is in support of the Library's statistical systems. They are quite unique systems and in high demand from Senators and Members. Staff in the IRS Statistics Section are dependent upon an analyst/developer (business unit expert) to process election data as it becomes available to meet client requests.

A systems administrator (business unit expert) supports the Integrated Library Management System, again a system unique to the Library in DPS and requiring an understanding of the Library's functions in order to provide specialised support. This systems administrator maintains CatLink, the web version of the library catalogue available to all clients on their desktops. In addition, she supports the Information Storage and Retrieval System, an application conceived by the Library and maintained by Library ICT staff.

Most ISWS staff's tasks are split between various functions, spending their time on a number of different tasks and projects. Staff are also able to back each other up in this specialised area. Working in this way is highly efficient and cost effective.

As a small, decentralised and specialised unit, the team are able to respond quickly and effectively to issues as they arise – this response is sometimes lost in a larger, more centralised model.

We note that this role is decentralised within the Library as the previous centralised model had proved inadequate.

It is quite usual for libraries of the Parliamentary Library's size to have a small, specialised ICT staff located within the Library. Examples are found in most university libraries, large government departmental libraries and other parliamentary libraries. This in no way needs to interfere with centralised infrastructure management or a centralised help desk, and better reflects the highly specialised nature of library systems work. The business expertise and detailed knowledge of library (and specifically Parliamentary Library) system work is a

specialised field and it is not always possible to be able to train more generalist ICT staff in the business of the organisation, especially when an immediate response is required.

The Library's projects are often "short and sharp" - quite different to large infrastructure or major parliamentary systems projects that the ITACS Projects area concentrate on. Many other Library projects have an ICT element to them but are not purely ICT projects - this is an important area where ISWS staff (especially the 3 ISWS staff members with professional library qualifications) currently assist, and which may be lost in a more centralised governance model.

Recent successful Library ICT projects include the Electronic Media Monitoring System (EMMS), provision of RSS feeds (such as the one on the Parliament's web site), an improved census system and an upgraded online library catalogue. Other Library ICT projects have resulted in substantial productivity and cost savings, such as the TARDIS system and improved Library Databases processes.

Information Systems and Web Services staff:

Sandra Bailey
Margaret Cazabon
Catherine Gilbert
Donald Giorgio
Dudula Ipalawatte
Shirley White

20 April 2005

Submission 9—Ros Membrey, Library Resources and Media Services

-----Original Message-----

From: Membrey, Roslynn (DPS)
Sent: Thursday, 24 March 2005 11:54 AM
To: Kenny, David (DPS)
Subject: DPS Restructure

Hi David,

You probably know that I am away on sick leave but hope to be back on deck in the week commencing 4 April. I've been monitoring emails and noted your posting about a proposed restructure for DPS. I have given it a bit of thought and come up with the following.

Unfortunately, I can't do org. charts in Word so I'll just have to try to write it as clearly as I can. If it doesn't make sense I could drop in the rough org. chart that I've manually drawn up.

Starting from top down:

Secretary - directly reporting to her are Dep. Sec., Parliamentary Librarian and Corporate. Corporate includes Finance, HR, Strategy and Governance. There should also be two high level committees - one on strategic development and the another on IT Management

Dep. Sec. - directly reporting to him are the basic infrastructure units - Building services (Security, visitor services, maintenance, landscaping etc.) and ICT (operations, development and policy and planning)

Parliamentary Librarian - directly reporting to him/her are internal and external information provision units - Library services (IRS and Resource Management including EMMU) and Publications (Hansard, Broadcasting, Web content and Library publications).

My rationale is that as the Sec. is directly accountable for finances and personnel under the Act she should work directly with those groups. I see the Dep. Sec.'s role as being responsible for the basic infrastructure that holds us all together and the Parliamentary Librarian directly responsible for information provision. In this way the exemptions in the Copyright Act now applicable to the Library will continue to apply. I also think we may get a better calibre of candidate for the Parliamentary Librarian's job if we make the role larger than just the Library responsibilities. You may not know that universities have frequently appointed librarians to jobs where they are in charge of both the Library and ICT. No librarian worth their salt can survive without a complete understanding of ICT's role in the delivery of information. However, my plan may mean that the Terms of Reference for the joint Library Committee will need to be enlarged.

Finally I have tossed up several thoughts for the name of the area I now call Publications but have decided that Publications is the most easily understood. Other thoughts were information management, information access, communications, content management etc. but nothing seems to fully encapsulate the whole shebang.

I'm happy to respond if you have any questions but unfortunately cannot attend next week's EC as my medical certificate is keeping me away despite the fact that I am as fit as a mallee bull - well, sort of.

Submission 10—June Verrier, Information and Research Services.

-----Original Message-----

From: Verrier, June (DPS)
Sent: Friday, 18 March 2005 10:59 AM
To: Kenny, David (DPS)
Subject: DPS Restructure

David

Nola passed on to me the comments she made to you about the proposed restructure. She is spot on. All sorts of disjunctures and inefficiencies will arise from dismantling the resource building arm of the Parliamentary Library and spreading it generally about and there are indeed copyright issues arising from removing EMMU.

I did not bother to comment at the meeting because it has become clear that 'consultation' now is not consultation at all and effectively we are presented with fait accompli. If we dare to have views, we are 'resistant to change'.

What you propose amounts to breaking up the Parliamentary Library. If, after the events of this week, you still think you have a mandate to do that, then I think you have not been hearing what the Parliament has determined for the Parliamentary Library.

There really was strong endorsement here about the Podger proposals and the subsequent Parliamentary resolutions (and great goodwill towards Hilary) because what was proposed - and agreed - was a win-win (and she did not have a hard act to follow). That is that we would be independent in respect of the work we do for Senators and Members and relate to DPS effectively only in the corporate services context. That does not mean no change here. I can assure you I would have loved to get my hands on 'the other side of our house', over the years where I do think there are things to be done. And that is not to suggest that my branch is perfect. Far from it. But we do have a very strong record of innovation and change over the now nearly 12 years I have been the Head.

What is profoundly offensive is the assumption that things must be changed just because they must be changed because they can't possibly be any good the way they are - and without any suggestion of asking those who know why we do what we do in the way that we do it the reason why. If the anthropological homework is not done to acquire an understanding of the basis for what are well thought through alignments and practices appropriate for the Parliament, and if those who do know are not engaged or even consulted about what is proposed, it will all, sooner or later, backfire. And, I'm afraid the results will be seen to be change for change's sake.

There are some very committed people indeed in this place. Why not pay them the respect of asking for their views - and hearing them?

Now this will probably be another nail in my 'being difficult' coffin but if that is the result of daring to have a different view, then the situation is indeed a sad one. To repeat, it is profoundly offensive that the views of myself and others like me are not sought and, when they are, if they are heard at all they are inclined to be ridiculed.

June

Submission 11—Nola Adcock, Client Support, Broadcasting and Hansard

-----Original Message-----

From: Kenny, David (DPS)
Sent: Wednesday, 16 March 2005 2:14 PM
To: Adcock, Nola (DPS)
Subject: RE: Restructure options

Yes Nola - am aware of that issue and whatever structure we end up with will need to incorporate a solution.

DK

-----Original Message-----

From: Adcock, Nola (DPS)
Sent: Wednesday, 16 March 2005 12:40 PM
To: Kenny, David (DPS)
Subject: RE: Restructure options

David,

One of the reasons for my question is the way in which the proposed changes would affect the specific copyright exemption under which Parliamentary Library staff provide services to Senators and Members. That exemption allows for the EMMU service to operate and the various databases to be created. If those staff were not part of the 'library' reporting to the Parliamentary Librarian then the exemption would not apply and those services could not be offered, at least not without substantial additional cost in the way of royalties..

Nola

-----Original Message-----

From: Kenny, David (DPS)
Sent: Tuesday, 15 March 2005 3:27 PM
To: Adcock, Nola (DPS)
Subject: RE: Restructure options

Nola

Happy to discuss with you the thinking behind the options. Agree there is grey area - part of my intention is to try and separate where possible so that responsibilities are clear, as are the customers, for each functional unit.

DK

-----Original Message-----

From: Adcock, Nola (DPS)
Sent: Tuesday, 15 March 2005 3:17 PM
To: Kenny, David (DPS)
Subject: Restructure options

David,

I am wondering why you didn't consider (but perhaps you did and rejected it) having both Content Management and Publishing groups report to the Parliamentary Librarian. Apart from what I think is a large grey area between these two proposed groups, it would even up the reporting load between Deputy Secretary and Parliamentary Librarian.

Nola