



*Project Management*  
*“It’s not just a phase we’re going through”*

*Victorian Forum*  
*31 Aug 06*

*Robert Gould, MD & CEO, Financial Synergy*  
*David Johnson, CIO, ComSuper*

## *Introduction - Vendor*

### ■ Financial Synergy



*Experience Innovation & Flexibility*

- Established in 1978, 100% Australian owned and operated
- Specialist suppliers of solutions to the Wealth Management Industry
  - Acurity™ Administration Software
  - Top Quartile Trustee Company
  - Superannuation Administration
- Offices in major capitals, 130 staff, 44 clients
- 2.3 million investor accounts utilising the software
- Extensive experience with large scale implementations
- Engaged by ComSuper for the PSSap implementation

# *Introduction - Client*

## ■ ComSuper



- Canberra based Commonwealth Government Superannuation Administrator
- Administers \$1b in employer and member contributions and \$4b in benefits and pensions annually
- Relies heavily on IT to support its 10m+ transactions per year business
- Heavily regulated and date driven for implementing legislative and Board rule changes requirements

# *ComSuper's Strategic Assessment of IT*

## Strategic IT Plan Objectives

- Reassess ComSuper's future outlook and IT direction
- Assess IT industry and offerings for Superannuation industry
- Ensure IT alignment with business
- Harness present and emerging opportunities
- Plan to address legacy systems issues

## Strategic IT Plan Outcomes

- ⇒ Buy rather Build, Rationalise
- ⇒ Use packaged Superannuation systems
- ⇒ IT Restructure and improved IT Governance
- ⇒ Transform business operations using our Accumulation 'Blueprint' project
- ⇒ Architect and plan for platform rationalisation

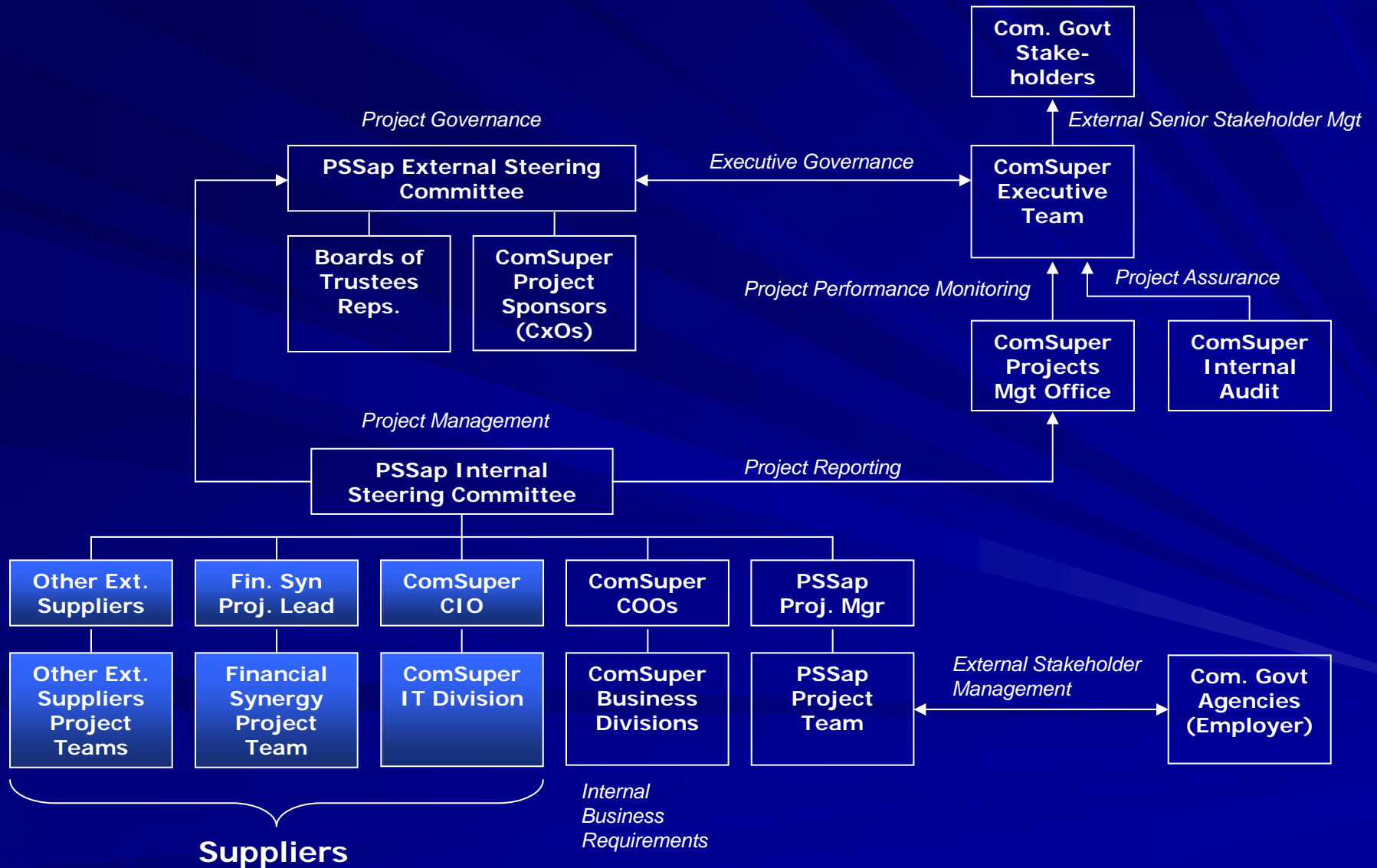


IT Business Plan

# *PSSap Project Timeline*

- **Jan 04:** ComSuper tasked to implement the new Public Sector Scheme Accumulation Plan (PSSap) for Public Servants from 1 Jul 05.
- **Feb 04:** ComSuper establishes the PSSap Project and undertakes analysis and design for its requirements with Boards of Trustees and other stakeholders through various workshops.
- **Sep 04:** ComSuper approaches the market for suitable suppliers of Superannuation Commercial Off The Shelf (COTS) products through Commonwealth Procurement Guidelines (CPGs) process.
- **Nov 04:** Financial Synergy awarded the contract for implementation of its Administration COTS product Acurity™ for PSSap along with another vendor for an online Contributions COTS product.
- **Jan - Mar 05:** Working together ComSuper and Financial Synergy establish and configure the Acurity™ product.
- **Apr - Jun 05:** Extensive testing of the configured Acurity™ product is undertaken.
- **Jul 05:** Go Live! The project successfully meets its legislated start date and goes live on 1 Jul 05.
- **Post Jul 05:** The PSSap Project is closed down and the new PSSap System is moved from project to operational support mode.

# PSSap Project Governance Structure



# *Vendor/Client Discussion*

- Project Management from the Vendor/Client relationship perspective
- How Project Management ensured an on-time delivery for ComSuper
- Key project items (contract negotiation, governance and deliverables)
- Breaking down the typical Vendor/Client relationship with partnering
- Sharing the rewards
- Competencies required for future Vendor/Client relationships

# *Financial Synergy Vendor/Client Best Practise*

## Tactic

- Alignment to client's methodology

## Strategies

- ⇒ High level framework developed during contract negotiations
- ⇒ Contract completed before engagement commenced

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- Focus on the critical 1 July go-live date

- ⇒ Adjust methodology along the way
- ⇒ Review requirements gathering activities and introduce RAD workshops
- ⇒ Look for other opportunities to be nimble as the client's knowledge of Acurity™ increases

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- Scope control

- ⇒ Ensure Scope change framework embedded in the project process
- ⇒ Establish change order review process and designated responsibilities

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- Client intimacy

- ⇒ Ensure alignment of account management representation with client hierarchy
- ⇒ Ensure sufficient presence of Project Manager and team on-site

# ComSuper Vendor/Client Lessons Learnt

## Lessons

- Plan for the project and also after the Project

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- Be sensitive to the differences between the Public and Private Sector working cultures

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- Don't under estimate the change management requirements of major projects

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- Use a proven Project Management methodology

## Strategies

⇒ Don't just plan for the project, but for afterwards as well i.e. transition to business as usual and change control

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⇒ Spend time to understand client and vendor's capabilities strengths and weaknesses

⇒ Ensure Vendors understand how to work with the Commonwealth Govt Contractual framework

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⇒ Employ Change Management practices to communicate and manage operational changes

⇒ Include Vendors in Change Management agenda

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⇒ Decide as early as possible the target Project Management methodology to be used

# *Questions*