

## WELCOME

Welcome all to our first PSA WAY for 2017 as we say farewell to our summer and hello to our changing Autumnal landscape.

In this issue, we take an in-depth look at the value of stakeholder engagement and provide proven insights into the importance of engagement processes that are integrated with a robust Program and Project Management methodology.

Stakeholder engagement is often only done upfront during the early stages of project definition and quickly dismissed by the delivery team. This distance between the key stakeholders and the delivery team can result in unnecessary angst/ dissent and lead to greater risk of project failure through poor or ill-informed decision making. We discuss how stakeholder engagement can be done well and how it will be an enabler for providing greater benefit and unlocking the true outcomes to be achieved.

We also highlight the work that we have been doing on local major projects, where effective engagement has allowed for projects to operate within busy public areas with heavy demolition and construction works.

PSA's involvement has enabled the integration on the Palais Theatre renovations, Rialto Towers, as well as the University College Kitchen & Dining Hall all of which have been completed recently. We also reflect upon the planning for the State Library redevelopment that kicks off later this year.

More recently PSA has also been involved with the challenging international management of structural steel modules. This has seen a recent trip to site in Malaysia to gain deeper understandings of the cultural aspects of stakeholder challenges on the ground which has allowed us to design a monitoring and evaluation process for improved project programme development.

PSA are also pleased to have attended the International Women's Day celebrations hosted by RMIT University; "Women Building Futures. The event focused on the stories and challenges faced by females working in the building environment in the bid for greater equality.



## PSA NEWS

### STATE LIBRARY VICTORIA REDEVELOPMENT



PSA Project are proud to be working with the team at Major Projects Victoria on the transformation program of the State Library in Swanston St, Melbourne. PSA's expertise in providing workable, practical staged programmes will support the 5 year, \$88m program to provide greater accessibility for the public and restoration of the grand Queens Hall, re-opening it to the public for the first time in more than 12 years. The program will also re-open the library's Russell Street entrance and create a dedicated children's and youth space along with providing improved conference facilities.

PSA have worked closely with MPV to independently assess the feasibility and test the validity of the proposed staging plan that has been developed in consultation with both the stakeholders and the operator. Maintaining safe access for patrons, operators and the contractors undertaking the works has been a key criteria in enabling the library to continue to operate during the redevelopment.

Stakeholder engagement for any project is vital for identifying clear wants and needs to enable the testing of what is feasible

and to model the risks associated with each different scenario and achieve effective commitment to agreed outcomes. Upfront and early stakeholder engagement will enable greater buy-in to the changes that need to be implemented and provides greater collaboration for achieving the intended outcomes. On this State Library project the stakeholder engagement has enabled an agreed pre-tender programme to be established with key deliverables and staging agreed. The builder contract award and commencement of works is to commence later this year.

## RMIT UNIVERSITY INDUSTRY EVENT: WOMEN BUILDING FUTURES (IWD)

International Women's Day (IWD) is held annually in March to celebrate the achievements of women in all areas of life and this year's 2017 campaign was #Beboldforchange. This theme was supported by the RMIT University event "Women Building Futures: careers in Property, Construction and Project Management". The event showcased some of the inspiring women and men working in the built environments industry and discussed their experiences of making a more gender inclusive world.

PSAs Chloe Spiliopoulos attended the event and was encouraged to hear many personal experiences that perspectives are changing and women are increasingly being viewed as assets by organisations. This is not only due to their technical abilities but also because of their naturally strong emotional intelligence, and their approach to engaging with stakeholders.



## PSA ENGAGE WITH THEIR STAKEHOLDERS WHEN DESIGNING M & E SYSTEMS

PSA has had a long history of providing monitoring and evaluation (M&E) services to a vast array of industries and projects. In this time, the project monitoring and evaluation has been completed both on the ground and through remote management. This has proven over time to be a robust method that enables clear communication of progress, issues affecting critical areas as well as providing foresight and analysis of mitigating actions.

Most recently PSA has been engaged to support a challenging project that is complex in its design, programming logistics and delivery sequencing. But one of the most challenging aspects is its mix of multiple local and international environments and cultures that are managing the different components and ensuring that everyone is on the same page.



For the project to be considered a success, one of the key values of workmanship and quality must be achieved and cannot be compromised. However with the pressure being placed on deadlines this would arguably appear to be pulling in the opposite direction. Ultimately this could reflect down to the coal face and require close monitoring, evaluation and communication of the project progress.

This challenge has reinforced a continuous improvement approach and the importance of engaging directly with the stakeholders / resources that are managing the works on the ground when designing the M & E processes. And why wouldn't the stakeholders want to benefit and enable themselves to be more effective managers of their own resources? It

just makes good common sense.

This past month, PSA has visited the site in Malaysia to conduct a rapid assessment and engage with the stakeholders directly and observe them in their environment. This has supported the development of a specifically designed interim M&E process that better reflects the reality that is faced each day. As an interim process this will provide the necessary facts for evaluating what can be achieved, what issues are present and any potential contingencies that may need to be put in place going forward. Most importantly the output of more reliable data will provide greater understanding of the resource productivity to establish a feasible programme of works as well as a risk profile and actions.

With more and more programs being delivered across the globe and across nations, these challenges are not unique, however the fundamental lessons of continuous improvement and regular monitoring and evaluation processes that are stakeholder driven and endorsed remain constant.

## PROGRAM MANAGEMENT

### SUSTAINABLE & RESILIENT OUTCOMES DELIVERED THROUGH PROGRAM MANAGEMENT

Are you looking for a pathway to provide your organisation or community with a more sustainable future, one that is resilient and can adapt to its environment, its risks and benefit from delivering change?

PSA's nationally accredited Certificate 4 in Program Management (10375NAT) is at the forefront of management methodologies with a highly evolved process that is most simply described by What, Who, Why & How:

What is the actual state of things that can be? What is the sustainable Program or feasible Project plans and what are the key risks?

- **Who** are the key stakeholders, their priority needs, outcome wants and key success criteria?
- **Why** do this? Does this fit within the overall goal to Program outcomes?
- **How** can this be done? – To achieve maximum impact for the Programs that frame a feasible set of Projects and together are sustainable and resilient?



The course has been designed, analysed, reviewed and refined from over forty years of successful experience on working on major Program and Projects in the Commercial and Non-for Profit sectors as well as a global PhD research sponsored by the International Project Management Institute (PMI).

This is an evidence based methodology that has been proven to work and it has been made available for you to make it work. The Certificate IV Course is now accepting enrolments and can be delivered online with all resources available to you whenever, wherever. For more information on the course, please [contact US](#).

## PSA PROJECT SUCCESS

### PALAIS THEATRE RESTORATION WORKS

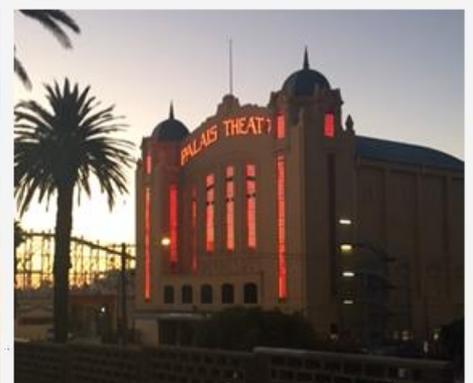
PSA would like to acknowledge the years of hard work by the Palais Theatre Redevelopment team on its successful restoration that will enable the grand Theatre to sustainably provide many more generations the rich cultural experiences that it has so famously provided for the past 70+years.

The challenging restoration saw both external and internal works being undertaken throughout the heavy performance schedule of the theatre. When works commenced in May 2016, approximately 4 shows a week continued with around 2,500 patrons attending each show, which allowed the revenue stream to continue sustainably in this 12month period. This required detailed staging of key construction events to minimise the disruptions with the small time-windows identified to operate within for the internal works.

PSA were engaged during the early design stages to assess the feasibility of the proposed works and model different options to recommend the best fit for the key stakeholder groups. These options ranged from shutting the facility down to then working through what could be feasibly completed factoring in the differing stakeholder priorities, safe work methods, lead times, construction dependencies and external dependencies.

When works began onsite, the existing conditions exposed many and varied challenges which required analysis, changes and updates to the construction methodology to reflect the environment. PSA's proven methods for onsite monitoring and reporting enabled critical issues to be identified ahead of time and assessment of risks and impacts on an ongoing-basis to support MPV in day-to-day management and stakeholder communications

PSA are pleased that the stakeholders have benefited through the delivery of valued planning and monitoring services on this important community facility.



## RIALTO FORECOURT REFURBISHMENT

Over 30 years ago PSA Project Director Paul Steinfort worked on the construction and fitout of the original Rialto Towers. Fast forward to today and PSA continues its relationship with Melbourne's tallest commercial building. In this latest development, PSA has been working closely with property owners, the Rialto Joint Venture, since 2014. The \$200 million forecourt redevelopment will provide additional tenancy spaces at this premium location as well as improved access and linkages through the main tower and forecourt and a spectacular grid shell roof.

The high-profile location of Collins and King Streets presented a challenging construction environment that would require full and safe access to the office tower at all times for tenants and the public. By identifying the key stakeholder requirements, and analysing their wants and needs PSA were able to articulate early the risks, issues and constraints within the project planning. Working closely with Equiset, who managed the redevelopment on behalf of the owners, this enabled modelling and testing of staging options, sequencing and access plans with the stakeholders to develop a practical master programme that could be agreed to. The agreed plan then enabled an objective method for assessing the tender submissions and the proposed programmes, leading to contract award and approval of the contract programme.

PSA have continued to provide ongoing project management support including regular monitoring and progress of reporting of works. With works nearing completion and staged handover for tenancy spaces well underway, PSA are proud to have been able, yet again, to provide these vital project planning and monitoring programme functions on one of Melbourne's most recognised buildings.



## UNIVERSITY COLLEGE KITCHEN & DINING HALL COMPLETION



University College provides accommodation for some 200 students attending the University of Melbourne and is undergoing a major transformation that will see it expand to accommodate some 320 students.

University College engaged PSA part way through the construction phase to support the Monitoring & Evaluation (M&E) process. By providing regular Contractor Programme reviews and independent monitoring and reporting, our proven methods have ensured that the real issues were identified and dealt with to protect the interests of the project.

PSA has also been providing additional value to the University College supporting their internal planning and preparation activities for relocation

The expansion program is being undertaken whilst the College continues to provide accommodation and a full range of services for students. This has seen demolition of existing accommodation, construction of a major new kitchen and dining hall facility, construction of two new four level accommodation wings known as the Sweet & Roper wings along with associated external works.

PSA congratulates the College on completing the first stage, with the Kitchen and Dining Hall officially opened in March as part of the 80th year celebrations by University College Council President Anne Cronin and Lesley Falloon, OAM.

## PROJECT SUCCESS FACTORS

### STAKEHOLDER ENGAGEMENT TO DELIVER VALUE OUTCOMES

Does your Project deliver the outcomes your stakeholders really value?

By identifying the real Stakeholder wants and needs and aligning these with an organisation's strategy you will enable one of the key factors of Program and Project Success.

PSA have recognised this through their 30+ years of experience and have designed this into their Program Management Methodology and Nationally Accredited Certificate 4 training course.

A program that is designed, planned, implemented and continually monitored and communicated for stakeholder valued outcomes will ultimately lead to the best value being delivered. To determine who your stakeholders are, you should ask yourself upfront: 'Who should be involved?' The more people have to gain from a project the keener they will be to support it (from engagement to planning to implementation) and the greater their interest in its outcomes and the benefits it can deliver to them. So, it makes sense to be inclusive and not preclusive with our stakeholders.

Your stakeholder engagement method must be well considered for your specific needs. Different environments and communities of people will require different engagement methods and techniques. An online dialogue may work for some remotely located groups and organisations, but a more hands on tactile method may be best suited for others, either way may be true. The critical action of engaging is often overlooked and the implications of that can be long felt if it is not done in the most effective way.

Does your  
Program - Project  
deliver your  
stakeholder wants  
and needs?

There are a range of different types of stakeholders in any given project and they are defined by the role they play in the project and the power, urgency and legitimacy of this role. This process allows you to analyse relative to each one and it will also help later to create communication plans and other engagement based on the analysis of the stakeholders.

