



## Chief Information Officer Group

---

# A Case Study on IT Asset Management

Alex Wickham, Manager Asset Data Integrity, Department of Defence

Steve Jones, Senior Consultant, Kalibrate

1 June, 2012





These ...



... need these







- Defence have one of the largest computer networks within Australia
  - More than 650,000 IT assets under management
- Management of these assets is provided by Fleet Management
- Previous Asset management database dated from around the turn of the century
  - Had reached end-of-life
- Kalibrate contracted to provide new, current-generation asset management system





# Overview of the project

Defence security policies

Old asset system



Hardware asset management system  
- Based on TAMIT 7.2

Defence specific requirements



Analysis

Design

Build

Deploy





- Existing asset management system soon to be out-of-support
- Desire for improved capabilities and better data management
- New system required to be up and running within fixed timeframe
- Key Defence requirement
  - accurate migration of data from old to new system
- Reason for selection of TAMIT
  - Extensive use of Tivoli products already in Defence
  - Concurrent project to use TAMIT for Software Asset Management







- Strict timeframe of 13 project weeks
  - need to manage scope creep
  - Tight constraints on testing and training for completed system
- Requirements for integration with spreadsheet-based systems
  - Non-standard integration
  - Complexities of interface and security model
- Large volume of data to be migrated
  - Migration to production took around two days





- Training/enablement for large and geographically diverse workforce
  - Had 4 trainers across 17 sites across Australia (7 territories/states)
  - Training needed to be done in under two weeks to meet go-live deadline
  - 300 users in 28 separate sessions





- Change generates stress and resistance
  - Need to consider organisational change-management issues
- Organisational change
  - Revised security model
  - Some changes in who is able to do what functions
- Application change
  - Previous application very simple
  - ‘flat file’ database
  - TAMIT provides greater sophistication







- Different business perspectives
  - Regional groups versus central groups
- Mix of Public Service, Military and Outsourcers
  - each with own culture
- Diverse group of stakeholders
  - a range of organisational units within Defence



- Need for effective communication from the beginning to win people over
  - Keeping people informed helps to reduce resistance





# Highlights of the project

- Delivered within the agreed time frame and estimated budget
  - Cut over from Pinnacle to TAMIT occurred on the date originally agreed
- Successful migration of data from Pinnacle to TAMIT
  - key objective of Defence
  - achieved without any issues





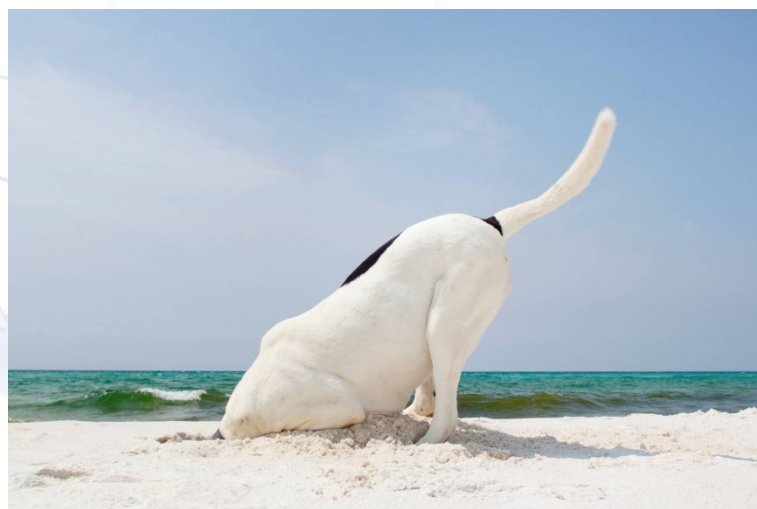
- Communication strategy worked well
  - Effective in achieving aims
  - Engaged stakeholders early
  - Communications with user community including clear details of training
  - Did not bombard people with overload of information
  - right amount of information at the right time







- Cognos data model over the top of all data in TAMIT
  - Far exceeds previous system in depth and breadth of information available
- Spreadsheet integration has mapped directly to the way people in the field work
  - Enables work practices that don't require online access at all times (inability to be always connected)
- Vastly improved search capabilities
  - Searching for assets and other records
- Solid platform for future enhancements and integrations





- High engagement with business stakeholders
  - Stakeholders and SMEs remained committed to the project
  - actively engaged at all times
- Working together
  - Kalibrate resources sitting with Defence resources
  - high degree of interaction on an informal basis
- Defence project team enforced sticking to agreed scope
  - distinction between agreed scope of 'like-for-like' replacement and requests for 'nice-to-have' improvements
  - greatly assisted in ensuring project schedule was adhered to





- Avoided 'Big Bang' approach
  - Agreement by all that this project represents the first phase of a greater project to improve IT asset management capabilities
- Quality technical resource
  - Highly focussed on meeting Defence requirements
  - Excellent people interaction skills
  - A 'can-do' attitude







- Better understanding of functionality requirements in the field
  - Stocktakes and other data update requirements
  - Performed using a variety of spreadsheets
  - Level of importance and requirements not fully explored in initial functional analysis
  - Led to some additional scope later in project





- Greater focus on aligning external teams
  - Reporting via external system impacted by change in application
  - Reporting team involved in early workshops
  - Requirements for changes to be made by specified deadline could have been more closely supervised
  - Formal acknowledgement of responsibilities should be obtained next time







- Greater use of classroom training
  - Limited time in which to enable user base
  - Wide geographic dispersion of users
  - Unable to provide face-to-face classroom training for most users
  - Classroom training is highly desirable where possible







# Some future directions

Integrated mobile solution



Integration with service desk

Hardware asset management system  
 - Based on TAMIT 7.2



Defence specific requirements



Integration with financial system



Electronic asset audits







# Some future directions

- Introduction of an integrated mobile solution
  - Replace spreadsheet-based systems with Maximo Mobile or similar
- Integration with service desk system
  - Improvement and automation of process flows
  - Service Requests and Incidents
- Integration with financial system
  - Better tracking of costs
  - Better integration with procurement
- Implementation of electronic asset audits
  - Reconciliation of authorised assets versus discovered assets

