

Knowledge Management

TARDIS

**An Update. Moving Towards a Genuine Knowledge
Management System**

Presentation to

**Australian SEPG Conference 2004
Adelaide Australia 27-29 September 2004**

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The Background

Why was TARDIS Required?

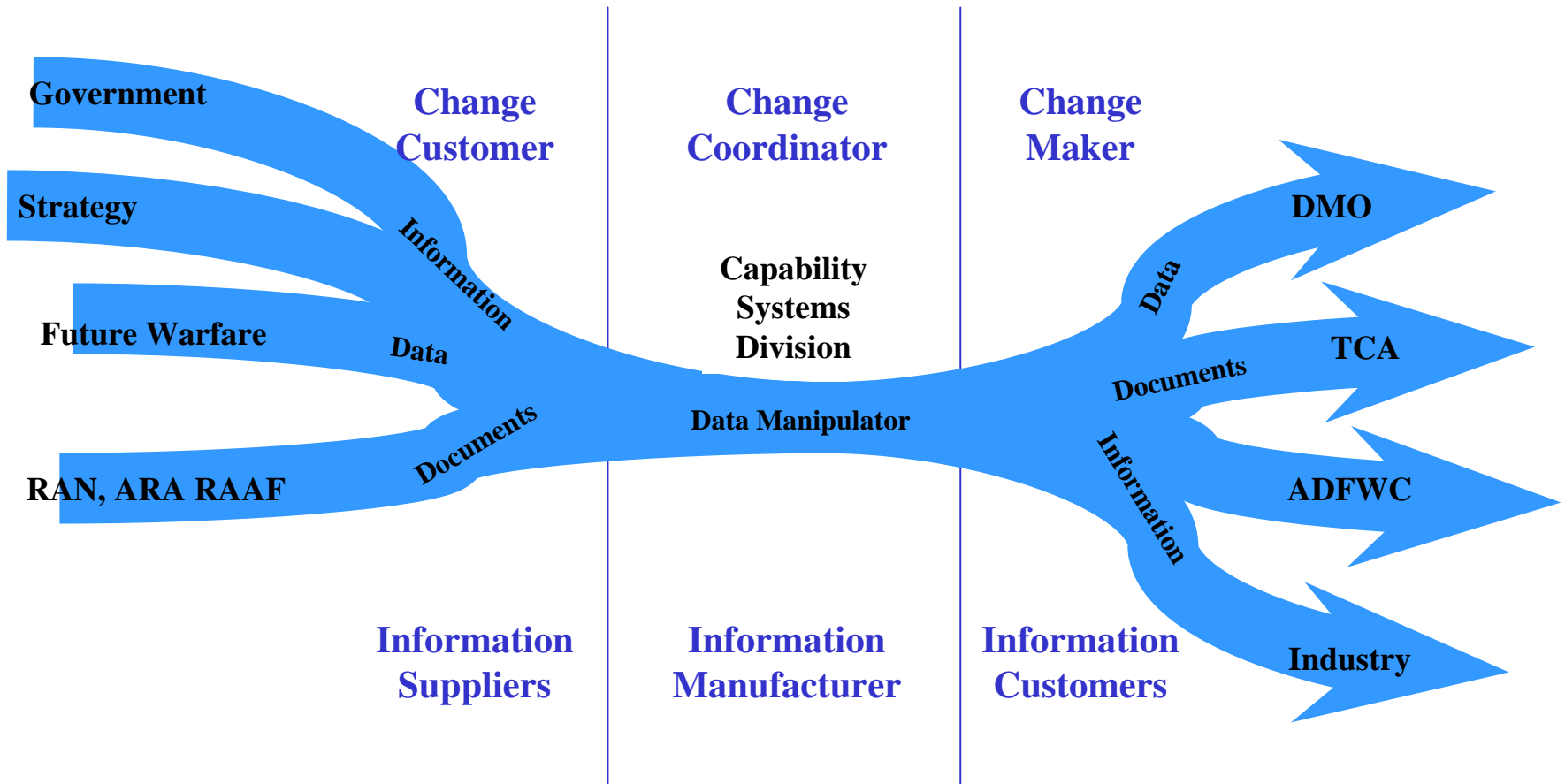
Reason

- Defence has systems to manage many elements of FIC (Fundamental Inputs to Capability - ADF Assets):
 - PMKeys - Personnel.
 - SDSS - Class 7 (Principal Items) and other items.
 - COMSARM - Class 5 (Ammunition).
 - Others?
- No “system” to manage / identify / understand integrated FIC that makes capability and the Projects that are changing them.
- Coupled with resourcing levels and massive documentation requirements - a new way of doing business was sought.

TARDIS

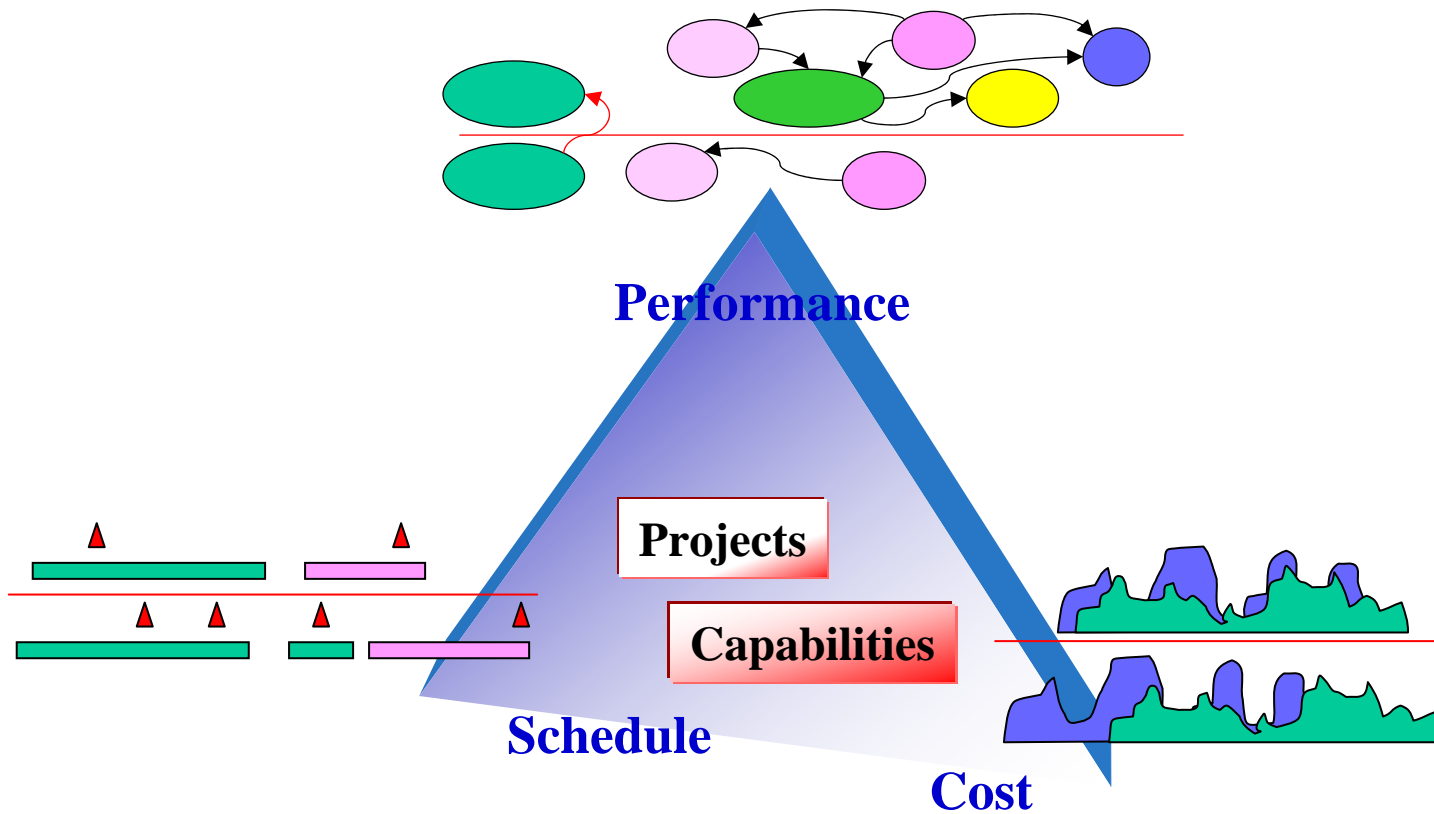
Reason / Requirement

Capability Systems Division coordinates and manages capability change through change vehicles called projects



The core product Capability Systems Division manufactures is information on current and future capability requirements and the FIC element changes required to transition between the two

Requirement



- From Desk Officer to Executive Level
- Information management approach

- No new software
- No coding
- Capability Systems staff to manage

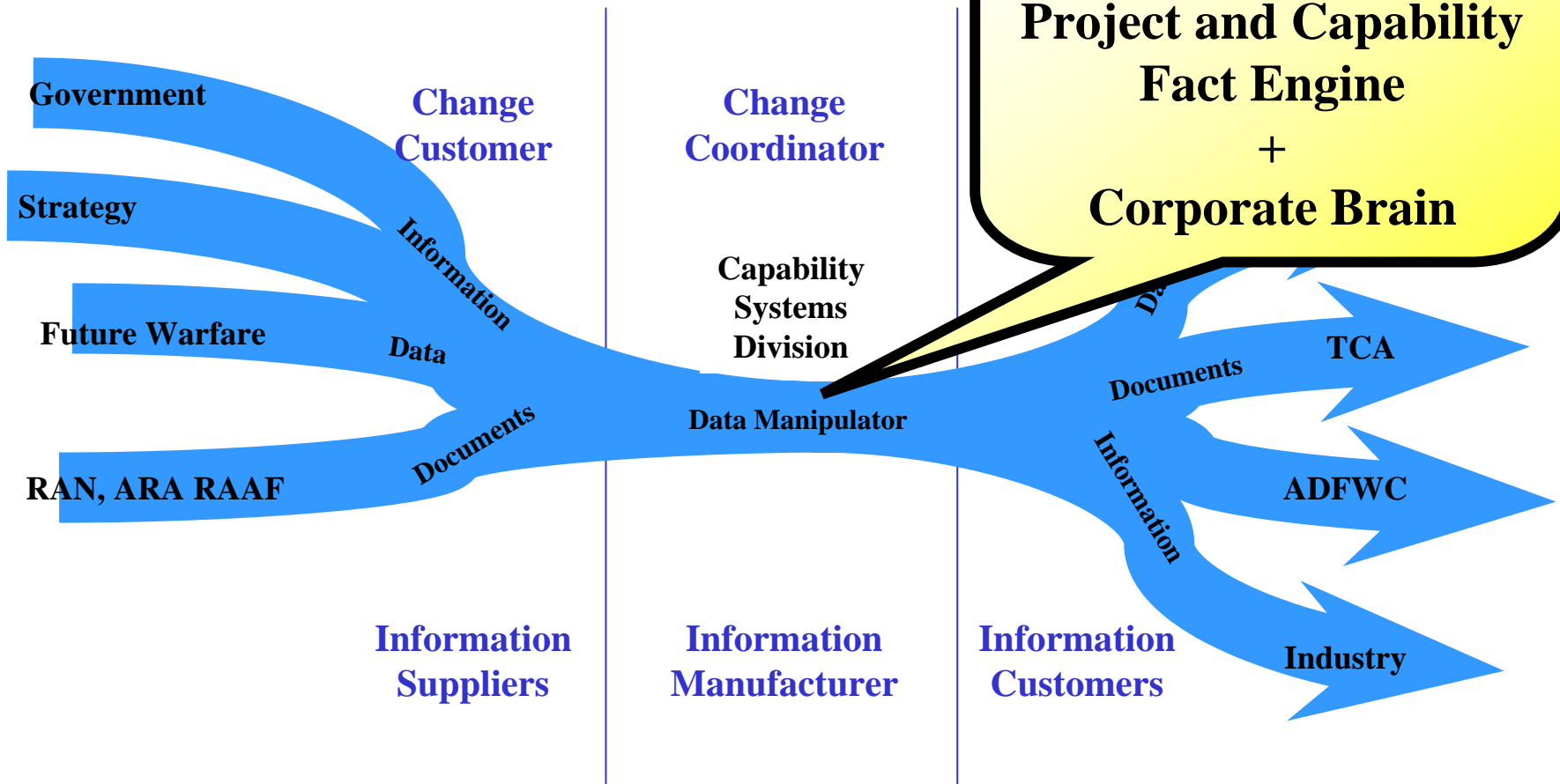
The Story So Far

TARDIS is Maturing in the Knowledge Dimension

Explaining TARDIS

Capability Systems Division coordinates and manages change through change vehicles of

TARDIS
=
**Project and Capability
Fact Engine**
+
Corporate Brain



The core product Capability Systems Division manufactures is information on current and future capability requirements and the FIC element changes required to transition between the two

Explaining TARDIS

- TARDIS is a project management system for Capability Systems Division **Desk Officers** to manage individual projects and **capabilities**;
- TARDIS is a program management system for Capability Systems Division **Program Managers** within each Capability Systems Branch to manage the program of projects and their **environment's capabilities** (maritime, land, aerospace and information); and
- TARDIS is a portfolio management system for the Capability Systems Division **Portfolio Managers** to manage the complete suite of **ADF capabilities** and the portfolio of projects.

Components

- TARDIS Electronic Files
- TARDIS Reports
- TARDIS Financials
- TARDIS Schedules
- TARDIS Hard Copy
- TARDIS Web
- TARDIS Interfaces
- TARDIS Working Groups
- TARDIS Process and Training
- TARDIS Database

Status

- TARDIS Electronic Files
 - Capability Systems Division Taxonomy and Ontology implemented. To be reviewed this year.
 - Capability Development Group Taxonomy and Ontology being developed. Some elements have a robust one.
 - Organisation maturing to accept an almost completely open architecture.
- TARDIS Reports
 - As ownership by staff increases, reports are being requested.
 - As these requests become refined in definition, we are bedding down with templates and procedures.

Status

- TARDIS Financials

- One of the three key financial requirements has been implemented - Project Development Funds (PDF).
- The Project Financials are the subject of a Working Group and progress has been slow due to workload but progressing with a vision.

- TARDIS Schedules

- No work yet.
- TARDIS Financials will provide the structure.

Status

- TARDIS Hard Copy

- Incrementally being implemented as staff demand.

- TARDIS Web

- Pregnant pause caused by raising of Capability Development Group and purchase of new tool.
- Is going ahead on DSN.

- TARDIS Interfaces

- An ongoing initiative.
- Reliant in some ways on the strategic process being bedded down.

- TARDIS Working Groups

- An ongoing initiative.
- Much is getting done through the primary WG - the TARDIS Capability Systems Advisory Group (TCSAG) hence minimising the use of others.

- TARDIS Process and Training

- Training took too long due to dearth of DSN facilities.
- Will be easier for 2005 as focus will be on the system only - no need to discuss the change from the old system to the new system.
- TARDIS Manual available on the DSN web.

- TARDIS Database

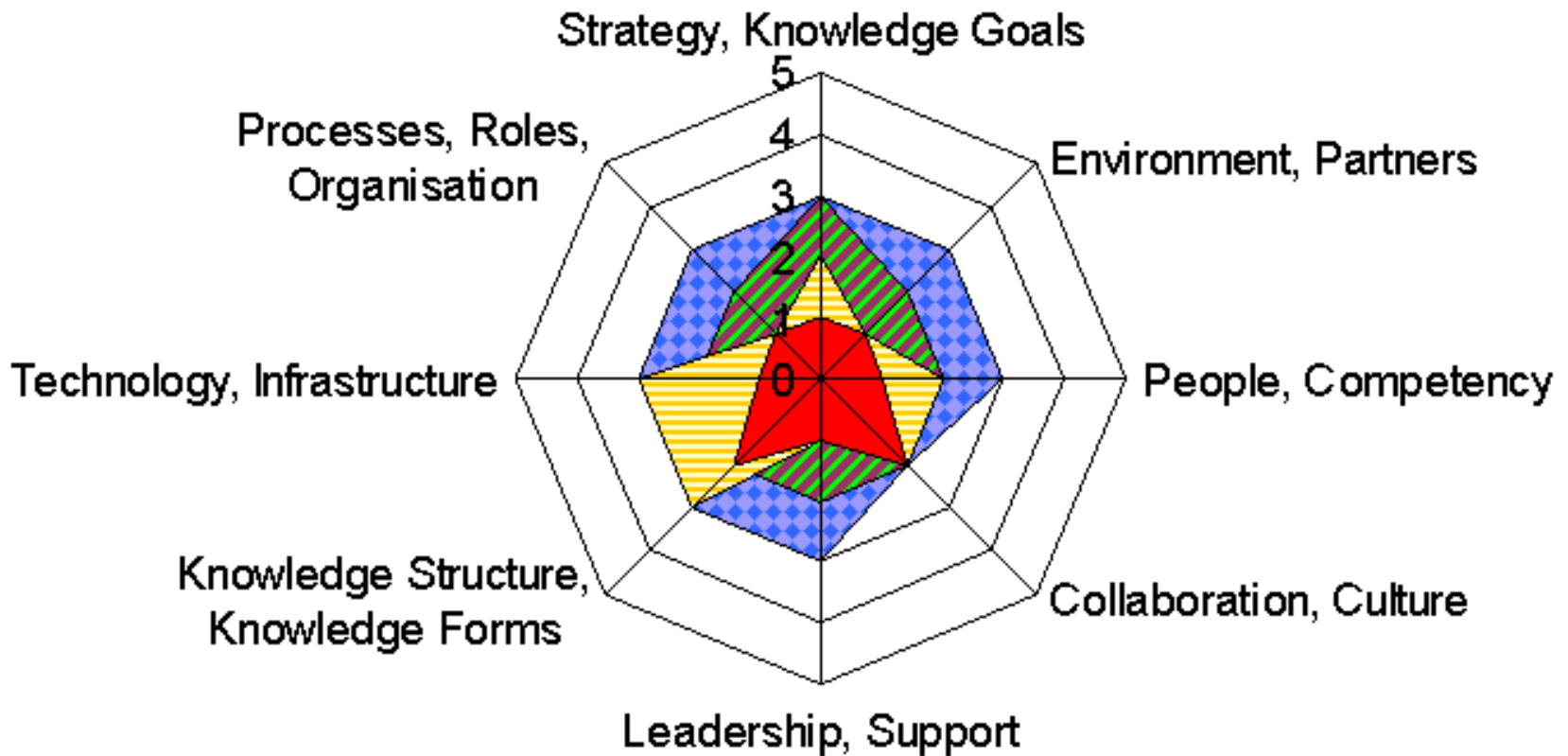
- Structure very robust for present and future.
- May need tweaking to make it easier to navigate.
- Skills of staff are getting better.
- Need to move to new version (DOORS v7).
- May need dedicated area on DRN to conduct work.

Independent Review – Terms of Reference

- Completed by DSTO (TARDIS Technical Review May 2004).
- Took a KMMM approach (www.kmmm.org (6 May 2004)).
- Reviewed many aspects including:
 - Expansion capacity.
 - Interface issues.
 - Identifiable barriers to full implementation.
 - Measures of effectiveness for assessment.
 - Expectations for the system.
- Included a cross section of staff.

Independent Review – Results

■ TARDIS Aspiration ■ Overall Review ■ Desk Officer survey ■ Pre TARDIS



Independent Review – Results

- Results assess TARDIS against 4 baselines:
 - Pre TARDIS: Maturity level 1 > “*initial*”.
 - Desk Officer Survey (May 04): Mixed maturity ranging between levels 1 and 3.
 - This Review (May 04): Maturity level 2 > “*repeated*”.
 - TARDIS Aspirations: Maturity level 3 > “*defined*”.

Independent Review – Suggested Future

- Primary recommendation was:
 - TARDIS be allowed to continue its development and deployment and that Capability Systems Division takes the opportunity to push ahead with organisational change. (*Recommendation 1*)
- This is occurring.
- Capability Systems Division now well underway and TARDIS now moving into the broader Capability Development Group (CDG).

The Issues and Challenges

People, Process and Technology

People

- What we deal with:
 - We have had every form of “endorsement” from “*years ahead of your time*” to “*charlatans*”!
 - We have had the “*give me more*” to the “*not for me - I’m special*”.
 - We have had the “*warm and cuddly friendly*” to the “*agro poke in the chest*”.
- How we deal with them:
 - Mostly always friendly but *ALWAYS* mature!
 - Sometimes aggressively questioning back.
 - Allocate a TARDIS Team member who can empathise best.
 - Always deal in the facts - never agendas.
 - Try to follow up on everything and keep promises - difficult to do.
 - Developing champions in various areas - difficult with high turnover.
- Key Words:
 - *engage engage, engage*
 - *execute, execute, execute*
 - *listen, listen, listen*

Process

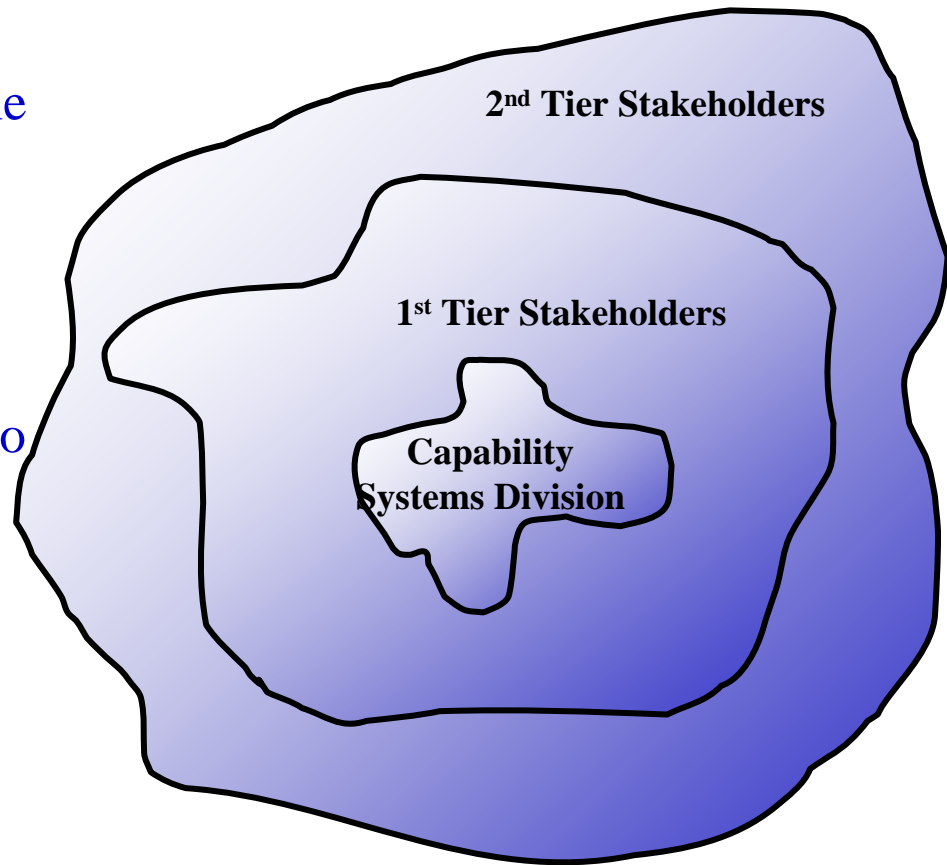
- Capability Development Group is a new organisation and is in a state of change.
- Our primary downstream customer, the Defence Materiel Organisation is also in a state of change.
- The strategic process being developed under the Kinnaird impetus is still being bedded down.
- The shape and form of information to be produced is still being bedded down.
- HUGE focus on the “Project” rather than the “Capability”. We combat it with the saying “*it’s the capability stupid!*”.
- There is an increasing realisation among our stakeholders that to be efficient an “*information manufacturing*” approach has to be taken rather than to produce lots of documents. This will influence our processes in the future.

Technology

- Technology is not our focus - it is an enabler but this is hard to get some to understand. We combat it with the saying “*it’s the information stupid!*”.
- Now that elements of TARDIS are being bedded down, staff can see further into the future and demand for increased functionality is arising and some excellent ideas are being generated.
- Tying the different tools together will be necessary for the future.
- The upgrade of various applications should cause minimal disruption as no coding is used.

Ink Blot

- As Capability Systems Division gets its “stuff in one sock” it will have increased credibility and leverage.
- Biggest challenge will then come with stakeholders feeding information in and to whom we feed information to.
- This is the “Ink Blot” effect of getting your “stuff in one sock”.
- Accompanying this will be all the people, process and technology issues and challenges we have faced internally.



The Next Instalment

TARDIS - The Sequel!!

Where Next?

- The broader Capability Development Group.
- Mature processes.
- Use more mature and complete tools or tie them together better.
- Apply a web based approach when we have the information.
- Use coding.
- Increased Stakeholder engagement.
- Mature the Group's management of its own system

The Conclusion

TARDIS is a New Way of Thinking and a Process Journey

What We Emphasise

- Always *sit before you stand ... stand before you walk ... walk before you run!* We won't get too clever with the set up too quickly.
- We will get more value from populating the components than with fancy reporting or software enhancements.
- We have the structure right for the present **AND** the future.
- We will champion the cause for managing the **TOTAL INFORMATION ASSET**, not just a database.
- We cannot get blinded by technology and silver bullets. Project and information management takes **DISCIPLINE, ORGANISATION** and pure **HARD WORK** – there are no short cuts.

engage engage, engage
execute, execute, execute
listen, listen, listen

Acknowledgments

We would like to thank **all** the staff within the Capability Systems Division of the Capability Development Group of the Australian Defence Department for all their assistance and their faith in the logic to turn TARDIS into a reality.

In particular we would like to thank:

- **LTGEN David Hurley** and **AVM Kerry Clarke** for their continued support and vision.
 - **LTCOL Ciril Karo** for his dedicated support, supervision and very occasional “attack dog” demeanour so necessary to get things done!
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We would also like to most gratefully acknowledge our other Team Members

Ms Denise McQuire and **Ms Shelley Thompson**

who, with their bright and happy faces and dedicated work ethic, actually operationalise much of what would otherwise be theory.



Who Are We?

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