



key

Key Engineering Solutions

OUR BREAD & BUTTER PROJECTS

Technology Operational Readiness Projects

At Key, we specialise in making all our projects sustainable in time. We love integrating our projects into our customers' existing operations and make it easier for all stakeholders to own and maintain our delivery.

Operational readiness significantly enhances the chances for project success by preparing the end-user environment, not as an afterthought, but as an integral part of the project management.

THINK IMPROVEMENT, THINK KEY

What is the Challenge?

Operational Readiness projects can impact on how easy or difficult it is to assume ownership of the finished project and integrate it appropriately to existing operations. Considering that there is a higher percentage of today's project managers (PMs) are overseeing two to five concurrent projects at any given time, it is easy to understand the importance of operational readiness and its impact on a project's success.

Challenges our customers currently face are as follows:

- Existing projects that have started without any consideration of operation readiness in their agenda.
- Implemented technology or solution does not bring any value or there is an ample disparity between the customer needs to solve and what it has been delivered.
- Stakeholders not using the implemented technology due to a lack of a proper familiarisation process during the implementation process of the technology in mention.
- The operations readiness work is left at the hands of project management team who tries to fulfil the role. Project managers get then constrained project scope and not being able to work on their sustainability.



What good looks like?

The underlying objective of technology operations readiness is to enable a smooth, successful, and sustainable transition to operations for any type of technology implementation projects.

With current resources (Project Managers) being constrained in delivering the project scope. It is often suggested to have a cross-functional team dedicated to deliver the operational readiness component.

Our **Key** Operational Readiness team will work with each project team to identify the technical deliverable requirements and engage with the appropriate stakeholder groups to ensure smooth transition to operations, making sure the new technology is fully implemented and utilised, easy to understand, easy to use and maintain, making the implementation be sustainable in time.

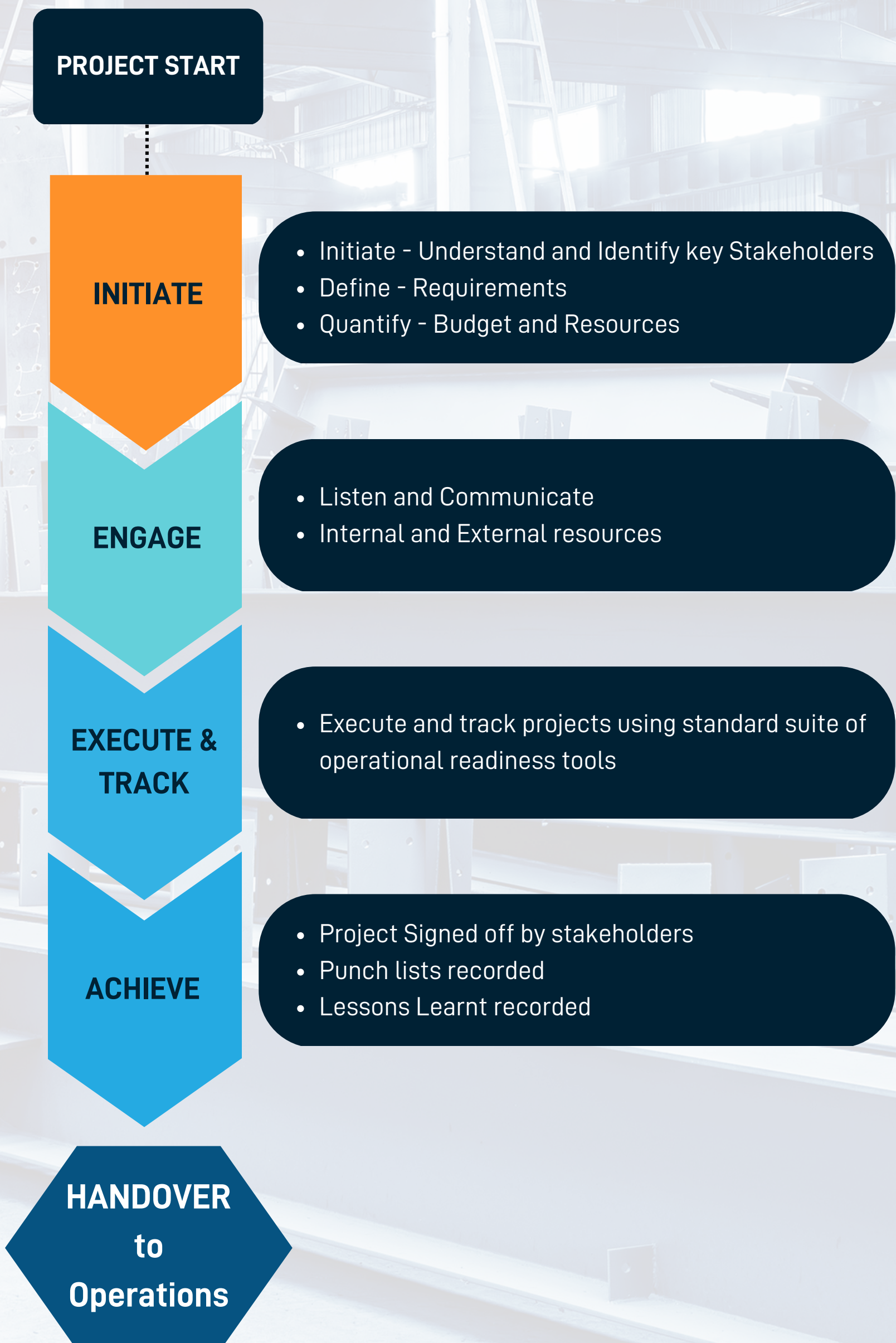
As a fundamental approach, the ops readiness team will measure the progress towards achieving the state of Readiness to Operate and the ongoing indication that the project will achieve that state by the time of handover to the eventual owner.

T E C H N O L O G Y O P E R A T I O N A L R E A D I N E S S

Our Approach in Operational Readiness

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At Key, we follow a holistic and pragmatic approach for Operational Readiness Projects. This approach consists of four steps as shown below:



Our Approach in Operational Readiness

1. Initiation:

Identification of Key Stakeholders

In this initial stage we will collaborate with the customer's Project Management team to understand and identify the key stakeholders.

Additionally, we will understand and identify the Transition to Operations deliverables for the project as well as defining the Operational readiness requirements at the stakeholder kick-off meeting. We also quantify the budget and resources required to execute each of the project deliverables.

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We seek to identify key stakeholders early in the project before heading into the execution phase, allowing us to align expectations for both our customer and Key.

2. Engage:

Listen and Communicate

This stage is all about engaging with the required resources both internally and externally. Effective listening and communicating skills are essential here.

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Key Insight:

We work towards ensuring our methodology and tools to execute our deliverables are aligned with our customer's working values. (We are seeking to integrate into existing support models – collaborating with our customer's teams.)

Our Approach in Operational Readiness

3. Execute and Track

Execute and track the delivery of a standard suite of Operational Readiness Tools

In this stage, we will execute and implement a standard suite of Operational Readiness tools such as:

- **Operations Readiness Plan** – Ensuring that tracking paths and key milestones are documented and adhered to. Includes a contingency plan to cover for any unforeseen circumstances.
- **Service Design Package** – Documentation for HLD (High Level Design) and LLD (Low Level Design) of projects.
- **Transition To Operation Checklist** – Ensure all operational readiness activities are ready for execution and checked for completion.
- **RACI (Responsible, Accountable, Consulted, Informed)** – Assigning stakeholders within RACI structure in preparation for successful BAU operations post project completion.
- **OCM (Organisational Change Management) and Training** – Knowledge transfer to all supporting teams for optimal performance post-handover.
- **Master Data/Maintenance Strategies** – Asset/Service management strategies managed via various tools e.g., SAP, SNOW.
- **FMEA (Failure Mode and Effects Analysis)** – Actively determine any components that are likely to fail and put strategies in place for their routine maintenance.
- **ATO (Agreement to Operate)** – Required where portions of the project would be handed over prior to project completion.
- **ROH (Record of Handover)** – Documentation (varies by client) to conclude and confirm project delivered as per initial scope.
- **FHN (Facility Handover Notice)** – Handover of any physical assets to the operation teams as per scope if required.

Our Approach in Operational Readiness

4. Achieve:

Project signed-off by relevant stakeholders and successfully handed over to Operations

Our team will achieve sign-off from relevant stakeholders for each deliverable, ensuring all punch lists are recorded.

The Operational Readiness team also serves as an initiator of the ROH (Record of Handover) and FHN (Facility Handover Notice) process.

Signing of the ROH and FHN signals that the project has successfully delivered the following:

- Having satisfactorily received relevant training modules
- Is safe to operate and maintain and shall be operated by Site
- Warranty on newly installed equipment shall be handed to maintenance.
- All safety and critical Punch List items are completed or agreed on
- Site is responsible for the maintenance and fault finding of the equipment
- Performance test completed and accepted.

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At key, in addition to all the above, we also ensure a record of our lessons learnt as well as a project close-out report are maintained and referenced for future projects.

TECHNOLOGY OPERATIONAL READINESS

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Benefits to you

Operational readiness prepares your projects for long-term success. Operational readiness experts from Key bring the following benefits to your projects:

- Access to a highly organised team of SMEs in operational readiness bringing expertise to your projects from multiple industries.
- Experience with multiple asset management software e.g., SAP, SNOW, allowing our experts to integrate within your team and work structures.
- A wealth of expertise, stakeholder networks, lessons learnt, and templates brought to current and future projects, enabling efficiency and effectiveness of your projects.
- Operational Readiness Personnel create a link between the project delivery teams, vendors and end-users to ensure the end-user experience is great and sustained after project close-out and handover.
- A single point of support for all project teams, aiming at a consistent signature-delivery of projects.
- Ability to formulate governance structure and KPIs for project teams (where required).

TECHNOLOGY OPERATIONAL READINESS

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**Ready to get
started?**

We are ready to help

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