

THE VALUE TIMES

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President's Message

Vision-Casting

In my report to last year's AGM, I began with some vision casting concerning Value Management and the IVMA.

One year on, I'm going to continue that line of thought.

I wrote about the opportunity to help organisations build and nurture "organisational cultures" that focusses on achieving best value-for-money' and explained that this will not be achieved by conventional Value Management methods and approaches alone.

I quoted the management guru, Peter Drucker: "Culture eats Strategy for Breakfast" and went on to argue that an important role for the IVMA, in its quest to help everyone achieve best value-for-money, is to help organisations "get above programs and strategies" and build a "culture" of thinking about value and value-for-money.

The programs and strategies are very important but much more so is the culture in which those programs and strategies operate.

Last year, too, I wrote that there is a new generation of procurement professionals who are facing exactly the same challenges as their predecessors and are seeking help in getting best value-for-money from all procurement activity.

This new generation is very IT savvy; they like collaboration, they like networking, they like to use IT, and they like 'bite-size' activities. This is the organisational environment in which value-for-money is to be achieved.

We know that just about everyone wants to achieve best value-for-money. This includes the new generation of procurement professionals, managers, engineers, planners, architects and designers.

The big questions are about how we go about achieving it and it is here that I think we're ready for some changes that will require lots of effort.

In line with all of this, through my Value Times articles, I've been regularly encouraging Value Management practitioners and readers to consider ways

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President's Message

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to achieve best value-for-money that are effective and attractive, that are informed by conventional Value Management thinking and practices but not constrained by them.

One key thing that we can do, as practitioners, is to break down the conventional Value Management study into various 'bite size' events: not all of which will require expert, independent facilitation. This includes using video conferences and IT which, in the long term, will occur in an 'organisational culture' of best value-for-money.

As we do this, I stress the importance of making the Value Triangle central to all value-for-money activity, as well as helping individuals and groups focus on the 'primary purposes' of the entities being considered.

These initiatives may bring about a change in the role of the conventional Value Management practitioner.

In the past, Value Management practitioners have been seen as experts who are engaged to conduct Value Management studies in a whole range of situations.

In the future, though, I see a different model emerging, where the consultant's role will involve some specific Value Management activity (such as helping a group to craft a statement of 'primary purpose', expected benefits and important features) but through ongoing training (including 'train the trainer'), individual teams will themselves keep the Value Management process going with occasional interventions from a Value Management specialist.

This, in turn, could lead to an entirely re-shaped Institute – this is pure speculation on my part – where, in addition

to specialist value-for-money people, for example, some people will be attracted to join the Institute to share knowledge and experience in achieving best value-for-money; maybe through video-conferences involving small groups, which could attract CPD points for their primary professions such as Project Management or Engineering.

IVMA is well-placed to facilitate such sessions, playing a secondary/supporting role to the other bodies as we have previously discussed.

This is all possible, but it will require determined effort to make it happen.

It will depend on Members' wishes as to how we move forward. My personal view is that there is a future for Value Management, but not in continuation of the practice as we have known it.

To take the new road will require intentional effort and collaboration across the board.

I know, from the enthusiastic responses that I've received at conferences and from the extensive feedback from a lot of participants in masterclasses that I've been running (together with my colleague, Mark Neasbey) across Australia as well as in

North and South America, that people very much like the approach that I've just described and are embracing it.

They can do this with or without an Institute, but it's my personal desire that they do it with one.

Corporate Membership

Colin Davies is heading an initiative to engage corporate members. This process will take account of any need to re-shape the Institute itself in line with the changes that members may agree.

University of Melbourne

I have collaborated with two researchers at the University of Melbourne to produce a refereed paper about achieving best value-for-money. The paper has now gone through the international refereeing process and will be published early next year in the international literature.

The paper is important because it highlights the place of the Value Triangle in pursuing best value-for-money. This will provide a solid base on which to formally make proposals about the variety of ways in which we can help people achieve best value-for-money.

The University is keen to become actively engaged in Value Management activities, especially in seeking case study material for research projects. This is part of the Memorandum of Understanding that we entered into last year. I am also currently on the advisory panel for a PhD project into Public-Private Partnership projects.

New European Standard On Value Management

Working through Standards Australia, Colin Davies and I will take part in a review of the new European Standard, as observers, noting any areas of that standard that might be in line with AS4183 or not for future consideration of updates.

Regular Board Meetings

The Board has continued to meet regularly to monitor activity and to agree on actions to be undertaken by members (we usually meet monthly, unless there are circumstances that make that impractical) via videoconference. The main topics that we've been dealing with over the year during these meetings are:

- Future directions
- Corporate Membership and Marketing plan
- Value Times
- Standards Australia including VM Standards International Comparison
- Committee reports (Governance Committee, Appointments and Accreditation Committee (only minor activity last year), Education Committee (only minor activity last year).

The Value Times

Once again, John Bushell has continued to publish the Value Times throughout the year on a quarterly basis. John's efforts are much appreciated. It has been a significant achievement for us to regularly produce this high-quality newsletter. Several members have written articles for the newsletter, for which we are thankful. We encourage everyone to be either writing articles or even simply letting John know about a newspaper article that has to do with value-for-money in some way.

First Value Analyst Member Of IVMA

We have enrolled our first Value Analyst and the Board has also endorsed, for the first time, a course specifically targeted to Value Analysts following a review and recommendation from the Education Committee.

Finances

The Treasurer Alan Butler will report separately at this meeting, but I'm glad to say that we are still in a healthy financial situation and have sufficient resources to continue operating at the current rate of income and expenditure for the foreseeable future.

We continue to owe a special debt of gratitude to Alan who, even though he has formally retired from day-to-day practice, has continued to put in a huge effort in managing the Institute's finances and administration.

**Dr Roy Barton, FIVMA
President, Institute of Value
Management Australia (IVMA)**

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Standards Australia

I am glad to report that, following a 10-year "Aged Standard Review", the Australian Standard on Value Management (AS 4183-2007) has been formally re-confirmed without amendment by Standards Australia.

This is a very important achievement and the IVMA Board deeply appreciates the work done by former IVMA President, Brian Farmer and current Secretary, Alan Butler in securing this confirmation.

**Dr Roy Barton
President**

IVMA Annual General Meeting

The AGM was held at ACVM's offices, 55 Albion Street Surry Hills, NSW 2010 as notified in the Notice of AGM issued to all members in September 2018. Attendance options were provided as: in person, by proxy or by video conference and details of each were also provided in the Notice of AGM.

The AGM commenced at 3.00pm as advertised.

Roy Barton chaired the meeting via videoconference from China and welcomed everyone to this IVMA Annual General Meeting.

Members participated by proxy, in person and by video conference.

A quorum was determined to exist.

Item 1: Reports

A: President's report.

Dr Barton had prepared a four-page report on activities, events, progress and foreseen directions, which he read out.

A motion was moved by Alan Butler, seconded by David Baguley and accepted unanimously.

B: Financial report

Alan Butler, Secretary had prepared three items for the meeting:

1. A Profit & Loss report from 1 July 2017 to 30 June 2018
2. A Balance Sheet report to 30 June 2018 and
3. A one page overview report on finances

A copy of these reports may be obtained by request directed to the Secretary IVMA.

A motion was moved by Roy Barton, seconded by David Baguley and accepted unanimously.

Item 2: Member Director Nominations

Three nominations were received and the names were:

- a. John Bushell;
- b. Malcolm Hall; and
- c. Michael Ord

A motion was moved by Alan Butler, seconded by David Baguley to vote all three together and this was accepted unanimously.

A motion was moved by Alan Butler, seconded by David Baguley to accept the nominations of all three as Member Directors under the Constitution and this was accepted unanimously.

Congratulations to all three.

As all formal matters were completed, the AGM was closed at 3.20pm.

Alan Butler, Secretary IVMA



Nominations for three Member Directors was accepted unanimously

IVMA General Meeting

This General Meeting was held at ACVM's offices, 55 Albion Street Surry Hills, NSW 2010.

At 3.21pm a General Meeting was opened with the same attendees to enable other matters to be discussed and considered. Dr Barton, President chaired this meeting too.

Two matters were given focus:

1. A long-standing, unresolved action for the Accreditation Committee prompted by an enquiry about membership, courses and accreditation from a Victorian firm earlier in 2018, which David had partially dealt with.

After some discussion, David and Alan agreed to search earlier communications and emails so as to be clearer on the context and scope so that David could complete the action. The plan was for materials to be shared over the next two weeks to allow David to wrap this up before the November 2018 Board video meeting.
2. Dealing with single enquiries for VM training courses which are currently lost due to the uneconomic cost of satisfying these by consulting practitioners and exploring whether IVMA might assist in managing a solution.

The idea of an IVMA driven "block" within the annual calendar which would be guaranteed to deliver a "VM Training event" so that all enquiries may be referred to that central committed block.

The secretary strongly advised that IVMA is not able to underwrite the costs of a course, regardless of length and location.

Dr Barton suggested that perhaps the MoU that IVMA has with the University of Melbourne might provide an opportunity and conduit for something like this to occur in any major city where they might have access to facilities.

Dr Barton said he would explore this with UoM and that he and Mark Neasbey would liaise with David Baguley to establish what scope, level of professional development, form of training (eg on-line, face-to-face, pre & post, etc) might be feasible and how a number of members might afford to participate.

An interim level of feedback should aim to be available for the November 2018 Board meeting.

At 3.35pm this meeting was closed.

Alan Butler, Secretary IVMA



Two matters were given focus at the General Meeting

Value-for-money in the context of PPP projects

The Public-Private Partnership (PPP) model of procurement is a way to deliver public infrastructure using private funding and managing risk for public purposes.

PPP projects have been developed in many sectors, such as health, education, water supply, transport, electric power, etc. Many countries like Australia and the UK have been using this model since the 1980s with good results especially in terms of efficiency, delivering on average more projects on time and on budget (National Audit Office, 2013; Raisbeck, Duffield, & Xu, 2010).

International organisations have promoted the PPP method worldwide especially in low-income countries to improve their economic performance.

The use of this procurement method is based on the assumption that it provides more value-for-money than a comparable traditionally procured project.

Thus, the measurement of value-for-money in the PPP scheme is studied and developed in detail.

The Australian PPP policy employs, mainly, a quantitative approach to decide on a PPP option. It is a whole-of-life Net Present Cost (NPV) comparison between (i) the selected private bid in a competitive tendering for a project (PPP option), and (ii) a Public-Sector Comparator (PSC) that takes the whole-of-life estimated cost of the public sector providing the same project, but traditionally procured.

The scope of the selected private bid (final value attributes) is employed as the reference to adjust the PSC, considering raw costs, risk transfer, and competitive neutrality (Australian Government, 2016).

A qualitative value-for-money approach is also employed as a complementary method to discuss if the PPP option provides any other unquantifiable benefit or problem.

In Australia, the General Victorian Auditor has analysed many PPP projects that were approved through a value-for-money test.

For instance, in the case the Royal Women's Hospital (a \$AUD450 million project), the Victorian Government estimated in 2005 that a PPP option would provide NPC savings of \$AUD2.46M (0.67%) (Frost, 2008). For the Royal Children's Hospital the saving was 6.9% and for the Bendigo Hospital the saving was 15.5%.

Currently, there is an international discussion about whether PPPs are delivering value-for-money to the taxpayer (which is the common way of presenting the added economic value of the PPP).

The last report of the UK NAO (National Audit Office, 2018) in reference to the development of Public-Private Partnerships in the UK (called private finance initiative, PFI), stated that (1) there is no clear evidence of the benefits that PPPs provide to the public interest, and (2) many potential benefits such as better infrastructure maintenance and risk allocation can also be achieved using alternative procurement arrangements.

However, the report does not conclude a lack of benefits, but the impossibility of measuring them.

There is no clear data to support the benefits that PPPs have in the British context.

The NAO report also refers to the lack of reliability that the value-for-money indicator has over the approval or rejection of PPP initiatives. The reason that supports their claim is the potential bias toward the use of PPPs, enhanced by the incentive of funding availability.

This bias has been described by scholars, stating that the real comparison is between (i) doing the project with a PPP option, or (ii) doing a fall-back position option, which will usually be a mitigation strategy with the real available public funds.

According to the NAO, the bias in the value-for-money assessment is considered to favour PPPs, specifically, in terms of risk assessment, tax treatment, and discount rate application.

The reason behind the bias is that the private financing is attractive to the government in the short term due to the off-sheet balance treatment and the real funding availability. In some cases, a PPP has become the only possibility for capital investment in departments with no upfront capital. The report shows how PFI increases flexibility in the short term and reduce it in the long term.

The report also describes the general results of the PFI scheme. The use of the PPP model has been reduced significantly, driven by the concern about the cost/efficiency and the value-for-money that PFI offers. Additionally, departments have significant PFI commitments in service payments until around 2040.

In my opinion, a flaw in the NAO report is that all the analysis regarding the benefits and problems of PPPs is presented by

grouping the whole PPP portfolio; the conclusions are based on average PPP behaviour and general perceptions of the different government departments.

This is considered a flaw because the value-for-money judgement must be applied at a project level, not at a portfolio level. To state that 'generally' PPPs present a certain problem does not imply that for each project the PPP option was not the best choice. Each project should be analysed as a unique object of study; average behaviours do not demonstrate that each PPP project cannot stand by itself.

To develop new ways for assessing value-for-money in the context of PPPs is the current challenge in the area. These new ways must be rigorous and transparent to the public.

My current research is the development of an ex-post impact evaluation of PPP projects from the perspective of multiple stakeholders (Oliveros R & Aibinu, 2017; Oliveros R. & Aibinu, 2017).

The aim is to provide a procedure to systematically assess the impact of existing PPP projects on each of the involved stakeholders (public sector including different government agencies, private sector considering the extended network of project finance, beneficiaries and surrounding community, and extended society).

This evaluation method is also aligned with the goal of bringing more and better information to the table when discussing future PPP developments.

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- Australian Government. (2016). *National Public Private Partnership Guidelines Volume 4: Public Sector Comparator Guidance*. Canberra, Australia: Australian Government.
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- Oliveros R, J., & Aibinu, A. A. (2017). *Towards an Ex-post Evaluation of PPP Projects from the Perspective of Multiple Stakeholders Paper* presented at the International Conference of Advancement of Construction Management and Real Estate (CRIOCM), Melbourne, Australia.
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Jose Oliveros is a PhD Candidate at the Melbourne School of Design. His research is focused on designing an ex-post impact evaluation for Infrastructure public-private partnership projects, from the perspective of multiple stakeholders and based on the project success concept. His work experience includes head director of the TECHO-Biobio NGO that has the aim of eradicating slums in Chile and Latin America; and also as the project manager of a government-funded project to improve research performance of doctoral programs at the University of Concepcion, Chile.

Focussing on Primary Purpose

On many occasions in Value Times, I've written about the importance of focussing on primary purposes, explaining that everyone brings their own assumptions and perceptions of purpose to any situation.

These perceptions, explicitly or implicitly, guide decision-making in planning, design, procurement and operations.

The importance of identifying and focussing on primary purposes really came home to me during my 23-year journey as a senior University academic.

My job involved attending many monthly committee meetings, some of which seemed to be just drifting along, month by month, going nowhere.

One day, feeling a sense of frustration that a certain monthly committee was just going nowhere, I asked the chairperson, "What is the purpose of this committee?"

I shall never forget her reply. She said, "The purpose of the committee is to meet."

Suddenly, I realised why we were making no progress. If the purpose of the committee is "to meet", then all we have to do is keep on meeting, month by month, and we will fulfil our purpose. We might be achieving nothing, but we would be fulfilling our purpose as long as we met.

I have shared this experience with a lot of people in the seminars and courses that I run around the world and it usually resonates strongly.

It seems that everyone has attended meetings, from time to time, just like the one I've described. This experience serves as one example of the importance of being focussed on purpose.

Most certainly, the Australian taxpayer was getting very poor value-for-money from this regular event. A group of highly paid academics (of which I was one) was spending a lot of time but making no contribution (in that particular activity) to our 'primary purpose' of educating students.

If only we had asked the question, "How does this meeting contribute to us educating students (our 'primary purpose')?", we might have produced an entirely different agenda and certainly different outcomes.

We would have cancelled some of the meetings altogether. There was plenty of opportunity to improve value-for-money to our funders, namely, the Australian taxpayers.

I'm using the meeting example to illustrate the lesson learnt, but its application is much broader: it really applies to everything that we do. When thinking of achieving best value-for-money, it is usual to think in terms of individual purchases but the notion of value-for-money applies to all that we do, including our meetings.

We are the IVMA and one of our primary purposes is to help everyone achieve best value-for-money in all activities.

We can do this in so many ways, but the single most effective way is to help individual people, groups and project teams identify and focus on their primary purpose.

Once that has been done, then we can explore all manner of options to fulfil those defined purposes.

We can help at an organisational level, in procurement of any products and services, and in planning and designing systems,



The purpose of the committee is to meet

operations, facilities and infrastructure. In all these cases, it is important to agree to a statement of primary purpose.

At the organisation level — and building on the meeting example that I've just cited — just by improving performance of meetings, any organisation will benefit and this can be achieved by following a few simple steps — all based on primary purpose.

1. Carefully craft a 'primary purpose' for every meeting stating exactly what is to be achieved
e.g. The purpose of the meeting is to select a particular product from a range of options
e.g. The purpose of the meeting is to agree to an action plan to initiate project X.
2. Ensure that each person attending is made aware of the purpose of the meeting beforehand (for example by placing the purpose at the top of the distributed agenda).
3. Have the purpose clearly displayed in the meeting room and refer to it when appropriate.

4. If a topic arises during the meeting that is not related to the purpose of the meeting, then if you are the chairperson, acknowledge the issue, note that it's not related to the purpose of the meeting and have an action item recorded to pursue the item at a separate event. If you are not the chairperson, then simply draw attention to the purpose and ask if the item can be actioned appropriately.

Had we done this in my University days that I referred to earlier, we would have made a positive difference.

For those IVMA members familiar with conventional Value Analysis and Value Engineering language and methods, this approach to achieving best value-for-money might sound a little strange, yet at its heart, this approach is entirely consistent with Larry Miles' original observations about function and, in particular, "basic functions" defined by our friends at SAVE as "primary purposes".

The point is that there is substantial benefit just in helping a person or group of people focus on 'primary purpose' without any of the other services traditionally expected of Value Management consultants.

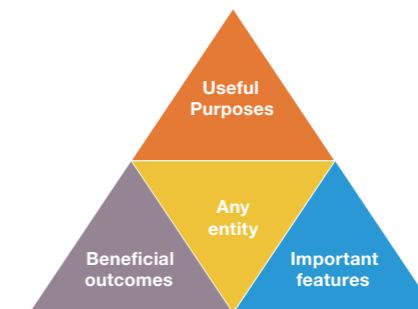
Yes, we have a full Work Plan defined in the Australian Standard on Value Management (AS 4183-2007) but we don't have to apply that entire Work Plan in every case.

We have conducted some workshops purely to establish Value Statements — 'primary purposes', benefits and important features — and this only takes a couple of hours on major projects when properly facilitated.

Such Value Statements will serve as an ongoing guide to planning, design and procurement and, of themselves, help to achieve best value-for-money.

This is not in any way to play down the benefits from following the whole standard Work Plan, but I want to emphasise that IVMA members can help to improve value-for-money in many ways.

We present 'primary purpose' in the apex of the Value Triangle which is shown in the following diagram.



The Value Triangle

Regular readers of Value Times are aware that I see this Value Triangle as the foundation stone of our approach to achieving best value-for-money.

The apex of the triangle is defined in the Australian Standard as "useful purpose" of which, in some cases, there will be many — especially when we consider those situations where there are multiple stakeholders, each with their own needs and aspirations.

But amongst those many useful purposes, it is always possible to identify a very small number (sometimes just one) which are truly 'primary': defining the *raison d'être* of an entity.

This is what we're after in commencing a best value-for-money approach.

Once we've achieved agreement to that 'primary purpose', then we can proceed to explore all possible ways to fulfil it; leading to decisions about an option or options that will deliver best value-for-money.

I referred earlier to the "Value Statement". This is the output from working through and seeking agreement to a 'primary purpose' (there might be more than one), a set of expected benefits and, a set of important features.

We didn't use the phrase "Value Statement" when we wrote the Australian Standard, I introduced it much later, but I have found it to be a highly meaningful phrase and well-accepted.

It is in this statement that value is really captured. Note that we recognise that value and value-for-money are not the same thing and we treat them separately.

First, we define value, and then we look at money, seeking the option that delivers best value-for-money.

Regular readers will know that I'm fond of quoting the famous philosopher and mathematician, Daniel Bernoulli who, in 1738 said that "the value of an item must not be based on its price but rather on the utility which it yields".

Hence, the separation of value and money.

Defining and building shared understanding of primary purposes is crucial in achieving best value-for-money in planning, design, procurement and operations.

**Dr Roy Barton
President, IVMA**

More on VM and Risk

Last year I wrote an article that looked at the relationship between Risk Management (RM) and Value Management (VM) methodologies.

What I'd like to do in this article is raise another couple of examples of how 'risk thinking' and 'value thinking' can interact to yield better value-for-money.

First, a reminder that whilst VM or Value Engineering (VE) can be applied following a risk assessment, an important element of VM should always precede any risk exercise and that is to define what is of value:

- being clear about the purpose (whether of a project or a particular problem situation)
- being clear also about the expected benefits of fulfilling the above purpose
- sharing an appreciation and understanding of the important features — from multiple stakeholder perspectives.

With these aspects defined, 'risk thinking' and 'value thinking' can deliver better outcomes.

Now to a couple of examples:

Example 1

A Significant Building Fit-out: A very large, temporary, international team with a very tight Delivery Schedule needed a space including major communications infrastructure. There was an imperative 'readiness for occupation' date and a detailed schedule with all recognised tasks and embodying 'best practice' procurement and delivery methods.

Project Managers, client and delivery team and contractors had input and efforts made to 'get it right' — yet they agreed they were still facing a risk of missing the date by a month: a simply unacceptable outcome. So the 'risk thinking' in this case preceded applying VM.

Fortunately the project managers for the client and the consultant team and the lead contractor agreed to hold a VM session. It commenced by re-verifying the 'value' involved (purpose, benefits and important features), then affirming and challenging the 'givens' and key assumptions.

Following a short ideas generation and

evaluation, a couple of gems emerged!

A re-testing of these ideas with the schedule and absolute confidence of the deliverers and an agreed adjusted schedule was reached; instead of a months' delay, it was going to be done with six days 'in reserve'.

(Actual delivery was achieved with the six days to spare — enabling the client to realise earlier occupation and communications systems testing ahead of full occupancy on the target date.)

The VM involved the same group that had undertaken the schedule development and risk assessment. So why the different outcome?

Risk processes don't always facilitate ideas generation in the context of the project's value factors (purpose, benefits and important features). They can (but not always) see a group incurring too narrow a focus on a perceived risk and stay 'in the detail' focussed on 'too narrow a channel' rather than stepping back and revisiting the bigger picture and then drill down again based on a free-range generation of ideas.



Example 2

Energising Tests of New Pump Motors

An updated risk assessment uncovered a mismatch between the schedule to have the motors ready for testing and the supply of power. The motors would be on-time but the required power needed was potentially arriving six months later. The motors were an important component of a larger project with critical timelines. The energy load for testing would affect nearby community; an unacceptable situation.

Project Managers for the client and the contractor agreed to a short VM session to understand and try to unlock the conundrum.

The VM involved again re-verifying the project's value factors, re-testing of 'givens' and assumptions and then an ideas generation session. The evaluation of the session highlighted a 'sleeper' issue requiring actions with a third party energy provider.

The resolution of the issue also gave the parties an alternative means to power motor testing without adverse implications to the local community or the overall project schedule. Pumps in place and functional on-schedule.

So again it was recognition of a risk that generated the requirement for a solution that was developed using VM as the most appropriate method.

Example 3

A New Harbour for a Diverse Vessel Mix

Several options for the formation of the wharfs both for the inner and outer harbour — in the context of a very busy navigation channel that could not be disrupted. The client and project development team recognised a high risk of impacting the navigation channel and extending delivery of the harbour (with knock-on effects to other projects) and they determined to use a VE approach to address these risks.

This 'risk thinking' and 'value thinking' was being undertaken ahead of finalising a brief to be issued for tenders. Something I would argue is definitely the right timing!

The VE process was applied by looking at each segment and the alternative solutions that could be applied, including constructability.

Again, by starting with a re-verification of the project's value factors (purpose, benefit and important features) and then a fresh



analysis of 'givens', constraints and assumptions and the functions involved with each solution during construction.

Having established a fresh, shared understanding, ideas were created and tested in relation to the solution options leading to selection of a combination of methods that avoided navigation channel impacts and also assured construction

delivery timings. Risks managed and a better value-for-money solution adopted.

What do you readers think? Do you have similar situations to reflect on?

Mark Neasbey Chair, Education Committee, IVMA

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What the healthcare industry can learn from aviation

In this very interesting discussion Senior Qantas captain Richard de Crespigny, captain of the A380 aircraft that suffered catastrophic engine failure over Singapore in 2010 discusses with Dr Paul Barach, anaesthesiologist, how other industries can learn from the aviation industry.

Quick thinking, teamwork and effective systems saved the lives of all on board the aircraft. Richard also emphasised the criticality of culture in an organisation and the freedom to comment and criticise any decision or proposal wherever or whoever it emanates from.

Find the audio and transcript at:

<https://www.abc.net.au/radionational/programs/healthreport/what-the-healthcare-industry-can-learn-from-aviation/10265132>



***The team
will beat the
individual
any day***