



# Knowledge management



Heritage image: August Belmont (L) and William Barclay Parsons (R) shaking hands across Cape Cod Canal at Foley's Dike in Massachusetts on April 21, 1914. Future image: Communities of Practice are commonly used across the company to share experience and better develop organisational capability — Jay O'Hara (L), Bintan Malar, Giles Walker and Aditi Arachya (R).



*There is something very gratifying to a teaching engineer to have a graduate whose nose he helped hold to the stone, come out as a leader of practice in his specialty as you have done. ”*

~ FR Hutton to William Barclay Parsons, 4 December, 1884

## Our approach

We believe that the sharing of knowledge — knowledge about who we are and what we can achieve, both corporately and technically — is important to create a sustainable organisation. Knowledge sharing and the systems that support knowledge sharing are essential for us to honour our sustainability principles.

## Knowledge management in PB

PB is committed to working as an ongoing trusted adviser with our clients to provide the best possible solutions to their challenges.

The major asset we leverage in delivering sustainable solutions is our knowledge. Our knowledge is a combination of expertise in our key disciplines and our experience in delivering solutions.

We support our staff to sustain knowledge acquisition through a number of systems, tools and practices, including our corporate Hub, library services, knowledge networks, creative problem solving and organisational learning.

2010 has built on the 2009 focus of evolving our approach to how we use our knowledge in decision making, problem solving, continuous improvement and innovation. This has meant a concentrated effort to discover and use Lessons Learned and the further rollout of our creative problem-solving capability.

A higher profile of knowledge sharing is reflected in the modification of our quarterly awards system. Now, it relates to PB's value of 'sharing knowledge with our colleagues to achieve professional excellence', whereas previously it was labelled 'professional excellence', focusing on the outcome rather than the process of creating knowledge.

PB continues to consistently deliver value to its clients through world-class expertise and knowledge. 2011 will focus on the various ways that good knowledge management practice can strengthen our knowledge sustainability.

PB views its knowledge and that of its employees as a strategic asset. It provides not only a rich resource for our employees to draw from, but is also an indispensable tool. The value we place on knowledge can be seen in our approach to attracting and retaining employees, capability development, increased problem-solving speed, improved continuous improvement practice leading to greater outcomes, and an increase in overall motivation.

The Knowledge Management team in PB A-P provides a strong suite of capabilities and services to help foster knowledge creation, access, sharing and transfer. These include:

- PB library services encompassing:
  - corporate memory — collecting all PB-published content
  - research
  - collection growth
  - provision of access to interlibrary loans and obscure information articles
- knowledge development programs including:
  - d6 creative problem solving
  - Lessons Learned
  - Communities of Practice
- intranet services covering:
  - Hub management
  - intranet set-up and management consultancy
- knowledge consulting in the areas of:
  - leading knowledge management practices
  - training and facilitation in various knowledge management activities
  - information management consultancy
  - bid advice in the knowledge management space.

### 2010 saw:

- the development of a Lessons Learned framework
- the 12-month anniversary of Hub
- the launch of Hub for AAPSA
- PB participation in the development of the Australian Green Infrastructure Council rating tool in the arena of knowledge management
- strong participation in both L and P Plate d6 programs.

### 2011 will see:

- the launch of the Lessons Learned methodology
- the development and deployment of a renewed Community of Practice program
- a focus on knowledge retention
- selection and implementation of a library management system that will provide online access to our resources and services
- collaboration across the broader AAPSA region.

## PB-CUSP Alliance 2010 highlights

Under the leadership of Professor Peter Newman from the Curtin University of Sustainability Policy (CUSP) unit, and PB's Director of Sustainability, Darren Bilsborough, the vision of the PB-CUSP Alliance is to generate market leadership by fostering project niches and creating lasting change. This will be achieved through an innovative and holistic solutions-focused approach to complex issues, and by providing world-class research-based advice from developing academic and consulting partnerships.

During 2010, the PB-CUSP Alliance endeavoured to align its Thought Leadership output to growth areas of the A-P business groups. This included research pieces on:

- regionalisation — including the completion of a white paper on Pilbara Cities that assesses the challenges and opportunities for growth necessary in remote environments, and the commissioning of a similar paper focused on the 50-year growth requirements of Geraldton and the mid-west of Western Australia
- the Knowledge Arc light rail transit system for Perth. This project proposes that the CBD, the universities and the central hospitals be linked via a mass transit system, as the next major growth phase of Perth
- transit-oriented developments (TODs) — this research is an overview of the mechanisms required for successfully integrated transport and land use planning in and around TODs.

From the project and deliverability side, the PB-CUSP Alliance was involved in a number of key initiatives, including:

- Queensland Solar Flair Alliance project sponsored by the federal government's Solar Flagships initiative
- New South Wales Moorebank Intermodal Terminal project, which is seen as one of Australia's important public private partnership (PPP) projects
- Stirling Alliance Green Infrastructure Plan, from which we were awarded a sole source opportunity with the Western Australian Government Land Development Agency (LandCorp) as the green infrastructure consultants on another large urban development project in Perth.

The work of the PB-CUSP Alliance in the green infrastructure space, especially as it relates to urban and transport planning and decarbonised cities, is resulting in PB becoming branded as a leader in this segment. We anticipate that 2011 will result in further opportunities to consolidate our market.

### Future of the PB-CUSP Alliance

2011 will see more alignment of the Alliance with the needs of the A-P business groups, and the needs of our Brand clients.

## PB's Professional Growth Network — shaping the future of PB

2010 marked the 10th anniversary of the Professional Growth Network (PGN) across PB globally. Since its inception in 2000, the PGN has played a pivotal role in the professional development of PB's emerging professionals (those with less than 10 years of professional experience). The PGN's strategy statement is 'always delivering value to PB through our trusted relationships, initiatives and engagement of emerging professionals'.

An important way the PGN delivers value to PB is by helping to shape its future leaders. By providing our emerging professionals with networking, leadership and professional development opportunities, the PGN is the ideal way for tomorrow's industry leaders to expand their skills. With PB's continued support of the PGN, the future of our company is in good hands.



Members of the PB-CUSP Alliance:  
Darren Bilsborough, Edward Oldmeadow, Dora Marinova, Peter Newman, Paul Reed.

### PB-CUSP Alliance — excellence in knowledge

The PB-CUSP Alliance is a formal agreement established in 2008 between PB and Curtin University.

PB-CUSP Alliance is a catalyst for thought leadership, and a mechanism for academics to be drawn into the real world. It is also a platform “where innovation can emerge as a vision and bring practical delivery from engineering disciplines and professional boundaries together. Consultancies need a differentiated niche on emerging issues, and academics need a chance to see where the real world, and the preferred world, are opening up these niches”.

~ Professor Peter Newman

In the competitive arena of consulting, the PB-CUSP Alliance provides a differentiating niche for PB, especially in those markets where new technology, innovation and sustainability thinking coalesce. Highlighting this, is the emergence of the Green Infrastructure market and PB’s growing presence in this space.

From a commercial perspective, the Alliance provides a clear return. In its two years of operation, members of the PB-CUSP Alliance have been involved in one way or another with projects that have generated revenue to PB of over \$36 million.

Alliance personnel have been party to some of the most significant projects in which PB has been involved in the last few years. These include the Solar Flair Alliance project in Queensland, Moorebank Intermodal Terminal in New South Wales, Bowden Village Master Plan in South Australia, and the Pilbara Cities Thought Leadership work in Western Australia. The Thought Leadership work significantly strengthened PB’s brand at the highest levels in the Western Australian state government.

PB’s strategic link with CUSP is an important opportunity for our company to develop strategic thinking on sustainable practices and solutions. It also provides PB with a direct link between our business and the academic pursuits and research of Curtin University. For PB, this is an extremely important connection that supports our aim, which is to leave lasting legacies for the communities in which we operate.

~ Paul Reed, Regional Director WA