



metapm

MetaPM Case Study

Program Management – Government

The Challenge

Our client is an agency in the emergency services sector, and as part of their response to the Bushfire Royal Commission they required to re-align their operational boundaries to the State Regional (or Fairer Victoria) boundaries. This change affected every facet of the organisation including operational systems, business systems, and organisational structures. The organisation is matrixed in multiple dimensions – Operational vs. Administrative, Permanent vs. Volunteer, HQ vs. Regional – as well as being heavily unionised and resistant to change. Also, this is a highly sensitive political area, and operational risk was a key consideration.

MetaPM's Approach

MetaPM provided a Program Management capability for this change. This included Change Management, Communications and Project Management expertise. Initially the scope of the change was not recognised by the executive team and MetaPM was able to define the scope of the change for them.

The project management for this engagement was carried out by PMs in each functional and geographic area. The Program Office coordinated the development of one consistent plan for the agency, to manage the cost, risk, schedule, communications and scope. The Program Office achieved this through education, influence and mentoring.

Additionally, the Program office managed all communications across external and internal stakeholders including the media, other emergency services agencies, government agencies, the executive team, the project team and the operational volunteers.

The Results

The agency moved to the State Regional boundaries on the 1st of July 2010, as planned. Additionally, plans were in place on this date to complete the transition activities in a risk-based approach over the next 2 years. As a result of this program the framework was established to implement further changes across the organisation over the next 2 years, as required from other findings handed down from the Royal Commission.

The client was pleased to achieve the critical deadline of 1st July for the alignment of boundaries, prior to the final Bushfire Royal Commission report. Additionally, they felt confident in completing the transition without further external assistance because the plans and delivery framework are now in place.