

[004295]

VMIA: CM Operating Model Improvements



CHALLENGE

MetaPM were engaged to assist VMIA to make improvements to their Operating Model as they had identified a lack of coherence, collaboration, efficiency and risk management across the organisation when it came to decision making and change implementation. The approach to managing projects and change initiatives across the organisation required redesign. This included governance and new management frameworks that would provide structure and a "Whole of VMIA" standardised approach to implementing change. As well as development of core capability skills within the management team.

OUR APPROACH

The Meta consultant approach was to first review the existing processes, systems and observe operating and relationship norms before making any recommendations or acting. Working with the GMs and Senior Managers from across the organisation, a new Decision-making Framework (DMF) was designed, developed and implemented. This model works in conjunction with a new VMIA Project Management Framework model, and Change Management with a project context also being developed by Meta consultants and Change Management with a Project context, for a seamless end to end project life cycle methodology which is foundational to VMIA's ability to deliver their Strategy 2024 program of work commencing in early 2019 together with existing core business projects already underway.

RESULTS

The DMF was stood up and consists of five committees, developed and documented operational processes and facilitated and documented charters and common procedures, enabling improved efficiency of the committees and their ability to make decisions. A Decision Register has also been established for tracking and monitoring the quality of decisions made over time and to serve as a central source of truth for the whole of VMIA to refer to.