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MetaPM Case Study

Jemena – Utilities

The Challenge

Our client had responsibility for project management of a major infrastructure development project with a budget more than \$650m AUD with a multi-partner team of over 300 and project site spanning 1600kms. The client required assurance from an independent specialist project management consultancy that the project management processes and controls were in place and satisfactory for the scale and complexity of the project.

With such a large project budget and teams spread over 1,600kms, the uniqueness of the project provided a challenge. Because of the nature of the development and the scale of the project, in addition to the coverage of project management controls, the client particularly required a focus on health, safety and environment, and on procurement and cost controls.

MetaPM's Approach

The MetaPM team utilised our review methodology to ensure that all aspects of the project were considered in the review, adapted to incorporate the balance of focus required by the client. Initially, this involved defining project objectives, with particularly focus on stakeholder success criteria and constraints.

The team reviewed the available project documentation, processes and controls with particularly focus on the cost and budget management processes, environmental performance, safety standards, project methodology, commercial arrangements, and procurement methodology. In this engagement, over 3500 pages of project document were reviewed.

Following that, the MetaPM team conducted stakeholder interviews including the key project team leadership, functional and stream leads, representatives of the key supplier organisations, key stakeholder representatives, and project controls and reporting representatives. In all, 16 interviews were conducted. With this information, detailed analysis was performed on all data gathered to consolidate key themes and issues arising from interviews and document analysis. From this, the team prepared a draft report highlighting key findings, providing insight into areas of potential risks for the project moving forward. Through review and discussion of findings, a finalised list of findings and recommendations was presented to the client.

The Results



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At the end of the review, the client had a clear position on the state of the project management processes and controls, together with a list of recommended remediation steps required to address identified gaps that had been reviewed and agreed with the management team.