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# MetaPM Case Study

## Organisational Change Project – Financial Services

### The Challenge

A major financial services organisation recognised that their project management delivery success had been hampered a lack of capability and embarked on a program of initiatives to improve project results. In developing the program, it was identified that a number of issues were related specifically to project roles, such as:

- lack of a dedicated pool of project staff
- disengagement by project staff due to lack of career path clarity
- inconsistent application of a robust performance management framework across project management roles that are appropriately differentiated from operation roles
- recognition of project management roles being distinct and different to operational roles
- recognition of project management roles having commonality regardless of function, division or region
- remuneration strategy and policy that better reflects localised supply and demand of project management professionals

### MetaPM's Approach

MetaPM was engaged to analyse global standards and best practice to develop a core set of standard roles for all program, project, business analysis, PMO, change management, and business process roles.

MetaPM focused on the delivery of a consistent set of Project Professional Role Family (PPRF) descriptions that are aligned with international best practice standards structured to integrate into existing HR standards and remuneration grades.

With extensive stakeholder engagement across a large project population, MetaPM were able to capture examples of better practice as well as inputs, ideas and concerns to ensure maximum collaboration and re-use.

### The Results

MetaPM delivered a complete set of integrated job roles, job descriptions and role structures for all project-related standard roles. This provided a sound basis for:

- standardised recruitment and selection practices
- a standard suite of KRA's/performance objectives
- a remuneration and reward framework
- Identification of project practice professionals



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In addition, MetaPM provide a detailed analysis of international standards as a key reference for future development.

MetaPM's work delivered the client a 500% ROI investment in the first year, which was attributed to FTE cost savings. Benefits continue to be realized through improved workforce planning, a more flexible workforce and a reduced reliance on contract resources. The ability to align staff to project capability needs has also reduced costs by to be moving lower value projects offshore.