MetaPM Case Study

Change Management Applied to ICT - Government

The Challenge

Although VicRoads had adopted a high-level organisational change methodology this had rarely been applied at a practical level to ICT projects affecting people within and external to the organisation. With several major ICT projects underway the Information Management and Technology group sought guidance and tools to enable change management principles to be integrated with their standard Project Delivery Framework.

The objectives included improvement of benefits realisation from projects, minimising resistance and maximising engagement of those impacted by changes arising from ICT projects.

MetaPM's Approach

The ICT Change Management project was scoped, defined and approved utilising VicRoads own Project Delivery Framework with a Project Initiation Document. Development of this required consultation with key stakeholders and an understanding of extant methodologies, policies and procedures.

There were four primary deliverables of the project:

- An ICT Change Management Plan template that provided project managers with an easy-to-use format for documenting and planning all change aspects of a project including strategy, change readiness, stakeholder analysis, change team structure, risks and issues, communications and training requirements.
- A companion ICT Change Management Guidelines document that explained the expected use of the template, how it integrates with the Project Delivery Framework and its practical application across the three phases of strategizing, initiation & planning and project delivery. The Guidelines also include numerous examples.
- A pilot application of the ICT Change Management Plan to a major project, the selection and implementation of an organisation-wide Intranet refresh affecting all 2500 employees.
- A workshop to introduce and explain the reasons for, and the application of, the ICT Change Management Plan to the key project managers and teams delivering the projects.

The initial consultation and the development of the deliverables were completed on-time and within budget over a two-month schedule.

The Results

The project management teams are now applying the ICT Change Management Plan to several projects (some retrospectively). The feedback is that, although change management adds a small margin of additional workload to initiating a project, the benefits in terms of anticipating and managing people impacts are well worth the effort.

It is too early to measure the success of the Intranet refresh project, however the level of stakeholder engagement, communications planning and training design suggest that this project has properly anticipated the people impacts and is expected to deliver its planned benefits.

Client Assessment:

"MetaPM was able to reflect upon VicRoads existing Project Delivery Framework and how to incorporate the Change Management Framework. MetaPM has taken the VicRoads stakeholders on the journey and brought them good insights, they have also been asked to do an assessment of some other existing projects from a change management perspective to see if they were applying good practices (prior to having the MetaPM Change Management engagement). They are now looking to bring someone into a new permanent role as Business Change Manager."