

**METRO TRAINS**

# Building Operational People Change Capability

Metro Trains is the franchise operator of Melbourne’s suburban rail network. It has been transporting 450,000 passengers every day on 226 trains across 15 rail lines along 998 km track for the past decade. It is a joint venture between MTR Corporation, John Holland Group and UGL Rail.

Metro had established a new change and communications function within their Operational Control and Management Systems (OCMS). Cubic assisted with identifying change tools and aligning these to the project.

**PROJECT SUMMARY**

Metro engaged Cubic to provide change consultancy services to their Operational Control and Management Systems (OCMS) after they had established a new change function. This involved developing a business engagement and change framework based on ADKAR and also aligning to the Project Delivery Framework within the PMO for OCMS.

**SERVICE**

Change Management

**TEAM**

Change Manager

Cubic’s services helped increase understanding within OCMS of end-to-end change delivery and the dependency of project and business support for change delivery.





## PROJECT OVERVIEW

A new Change and Communications function was established within OCMS and some of this activity included developing a business engagement and change framework (based on ADKAR).

It also aligned to the Project Delivery Framework governed by the PMO within OCMS. As a result, it was identified that key change tools were needed to support each phase and to ultimately get a greater consistency of change practice and improved quality of change delivery for OCMS projects.

Cubic was engaged to provide change consulting services to OCMS to:

- Identify change tools required throughout the change delivery lifecycle
- Align tools to change and project delivery framework

We provided the following key services and resources as well as developed and implemented the following deliverables across the program:

### SERVICE

- Assessed current change tools [quality, consistency, information gaps, usage]
- Refined and developed a comprehensive suite of tools based on ADKAR model for Change practitioners, Project Managers and Business Sponsors suitable for simple, complex and agile change initiatives
- Road-tested relevance and applicability of tools with change practitioners and Project Management Office
- Developed induction pack including toolkit guide and RACI for change practitioners and project managers

### RESOURCES

- **Change Manager** – Change advisory including analysis, design and development of change, engagement, communication and capability building materials

### DELIVERABLES

- 31 new and revised change planning, change communication, stakeholder engagement, training and agile change tools
- Toolkit Introductory Guide
- Toolkit Process Map
- Induction Pack for Project Managers and Change Practitioners

This led to a successful transformation with highly effective learning and adoption:

### OUTCOMES

- Increased understanding of end-to-end change delivery
- Recognition of dependency of project and business support for effective change delivery
- Awareness and support within wider Metro change community
- Integration with project lifecycle and resource library

### LEARNINGS

The following learnings were shared with the Change Practice Lead:

- Variation in change capability of practitioners (contract & perm)
- Need for education of project managers and business leaders on change management
- Greater focus required on transition planning, business readiness and hypercare.

FIND OUT HOW WE CAN IGNITE CHANGE TO IMPROVE ADOPTION WITHIN YOUR ORGANISATION TODAY.



HEAD OFFICE  
+61 (02) 9657 0999  
info@cubicconsulting.com.au