



METRO TRAINS - CASE STUDY

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CASE STUDY

Metro Trains – Operational Control and Management Systems (OCMS)

Change Toolkit

The Client

Metro Trains [Metro] 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.

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

Cubic Involvement

Cubic provided the following services to Metro:

- 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

Cubic Resources

Cubic provided the following resources to Metro:

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

Deliverables

Cubic developed and implemented the following key 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

Outcomes

Cubic designed and delivered work that achieved the following 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.