



Delivering Organisational Transformation

PM-Partners ensures ongoing Service Excellence, Collaboration and Transparency for clients and staff during divestment

CHALLENGE:

With a six-month deadline for completion of transfer and 'go-live', PM-Partners used its experience gained from large scale change and transformation programmes to help the company move from running operations in 'business as usual' format, to ensuring systems and processes for existing services were transferred to the 'new world' with no discernible impact to clients or staff

RESULT:

The internal team has gained project management and leadership skills from the program, and stronger collaboration has driven transparency between the lines of business, together with the ability to problem solve to share the load.

BACKGROUND

One of Australia's largest leading social purpose, not-for-profit organisations approached PM-Partners for support with two goals. The first was to support the transition of ownership within a non-negotiable deadline and ensure no disruption to service for clients and staff.

The second goal was to help create a blueprint for managing future divestments and growth efficiently, while maintaining the quality of care and the experience and innovation for which it is known.

CHALLENGES

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"We thrive on taking difficult problems and simplifying via a disciplined, experienced, human and collaborative approach to change," said Angelo Grasso, Transformation consultant at PM-Partners.

SOLUTION

PM-Partners undertook an assessment of services to be provided, ensuring continuity of business and quality of care during the transfer of responsibility and ownership.

PM-Partners commenced a series of planning exercises with the outcomes and recommendations delivered to the Board. This comprised of a structured way of thinking about how to manage the volume of work involved, the risks, as well as what needed to change and what could be dispensed with.

Part of this involved absorbing and adhering to no less than 680 policies and procedures. PM-Partners deployed a filtering process for the lines of business and processes, such as work practices, payroll, industrial relations and rostering among others. These were presented to the various teams that would normally be responsible for administration of these policies to ensure accountability under the new ownership.

PM-Partners continually emphasized what the day one 'must-haves' were in terms of service provision and support to ensure ongoing prioritisation of the critical elements. It also ensured a focus on the client's key pillars of people, culture and safety, and supported the implementation of a governance model.

"It was relatively straightforward in terms of running as a program, the complexity came from a significantly reduced timeframe, and from helping people in the program to balance program work and BAU tasks. We enjoy helping organisations during times of change as we have the experience and commitment to deliver the support they need," said Angelo Grasso, Transformation Consultant at PM-Partners.

DRIVING BUSINESS AGILITY AND PERFORMANCE



OUTCOMES

During the six-month timeframe, our client also built and created a new intranet, and ensured award conditions were maintained for staff. Filtering through the 680 policies to ensure they are understood and maintained, with correct accountability, has also resulted in the removal of some unnecessary processes.

The internal team has gained project management and leadership skills from the program, and stronger collaboration has driven transparency between the lines of business, together with the ability to problem solve to share the load.

FUTURE

The program was transitioned to BAU, the final handover was at the end of the 2018 financial year.