

### THE PROBLEM

- Large, Turbulent Multi-Agency Technical Transformation Program
- Significant Gaps in Program/ Project Planning and Governance

The Department of Finance was leading the development of a common ERP platform and cross-government shared service offering through a large Program of Work.

The Program was in its infancy, and alongside its wide breadth of scope, there were significant gaps in its Program Planning, Program Management and Governance Strategies across all of its work-streams.

The Program was under pressure to move quickly, but without the formal strategies and plans to underpin the work - work to date had been haphazard and ad-hoc.



**We were given the confidence to successfully carry out our project. This was a real achievement given the turbulent environment we had to work in.**

- Karin van Leeuwen,  
Process Domain Lead,  
Department of Finance

### WHAT WE DID

- Rapidly Closed Key Planning and Strategic Governance Gaps within the Program
- Implemented and Embedded both Project and Program level Controls

The Program needed clarity of approach, and quickly. We rapidly closed key planning and strategic governance gaps within the Program, ensuring engagement with key client representatives throughout.

We moved quickly from work-stream to work-stream, embedding a resource directly within the respective teams to 'rapid-start' a plan for each. The creation of these plans required heavy engagement with the client. Through targeted planning workshops and our own proprietary planning methods we were able to move to a clearly planned position for each work-stream. Plans included (but weren't limited to) agreed scope, estimated costs, resources, milestones, risks, assumptions and dependencies.

We then shifted focus to the Program Management space to create rapid improvements in the Program Management Strategies. (including Risk, Quality, Reporting and Scheduling).

The final step was to activate these strategies to implement the management controls within them. We did that by establishing the toolsets, rolling out training on how to use them and embedding the practices into the existing Program governance groups.

### THE RESULT

- Clarity on Where the Program was Going, and How it Was Going to Get There.
- High Capability Project Staff

Within a very short period of time, the Program now had many key plans in place and formal Program Management strategies in place and active. Project and Program staff were more capable and confident in their roles.

The Program and respective project now had a clear direction and a better understanding of where each was going and how to get there.