The sum of our parts

Project Management Maturity through collaborative knowledge sharing

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Melbourne, Australia

Australia's largest public transport program

Sydney Metro's evolution as an organisation

2011

- North West Rail Link Delivery Office established
- Circa 50 team members

2015

- City & Southwest accelerated, Sydney Metro Program Delivery Office established

2018

- Established as a Statutory Authority – end-to-end lifecycle management
- Circa 800 team members

2019

- North West Metro Line operations commence
- Sydney Metro West investment decision

2020

- Sydney Metro Western Sydney Airport investment decision
- Capital Portfolio $AUD60bil+

2024

- City section operations commence
- Circa 1800 team members

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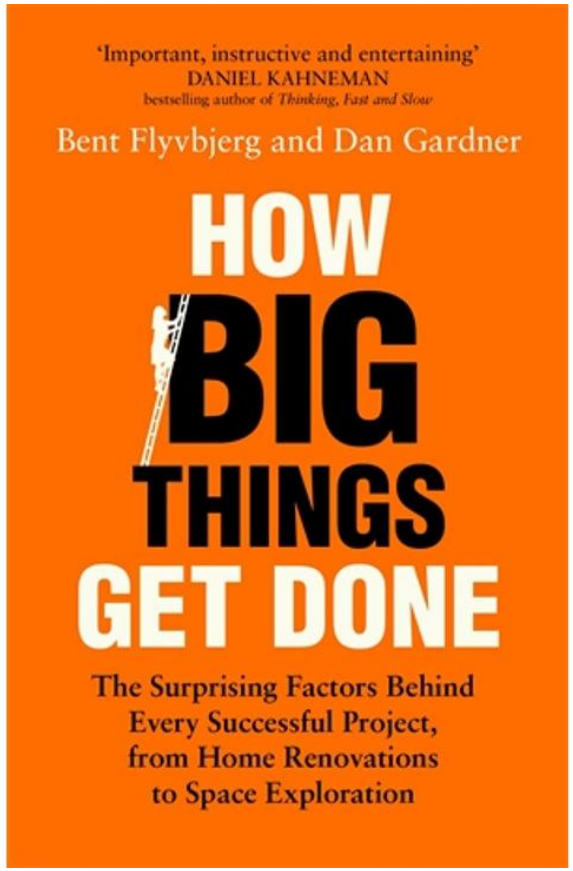
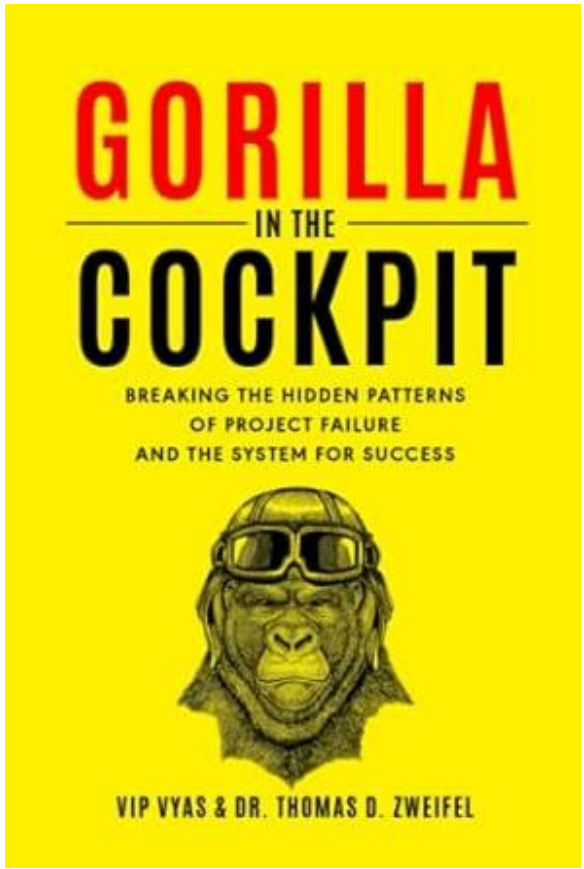
Pf/Pg/Pj Management Maturity

Courtesy: **PM Solutions** (https://pmsolutionsaustralia.com.au/consulting/p3m3-maturity-assessments/)

Driving knowledge sharing





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Single Ways of Working

From

- Project-based/local innovation
- Accidental/unknown cognitive biases
- Data silos
  - “Trust me”

To

- Portfolio mindsets
  - Role Personas
- Specifications Streamlining
  - Modularity and DfMA
  - Common Work Breakdown Structures (CWBS)
- 4D BIM as BAU
  - “Show me”

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Key lessons

- Knowledge sharing as:
  - A deliberate, inclusive community activity
  - A personal commitment to good records management
  - An active component of succession planning

- Standardisation and harmonisation – both as an obligation and as a compelling narrative
  - Prioritise → Centralise → Normalise → Publicise → Utilise

- Balanced scepticism for innovation
  - What problem or opportunity are we solving for?
  - How could this be scaled across the Portfolio?
  - How specifically will we/the business measure relative success?

THANK YOU

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