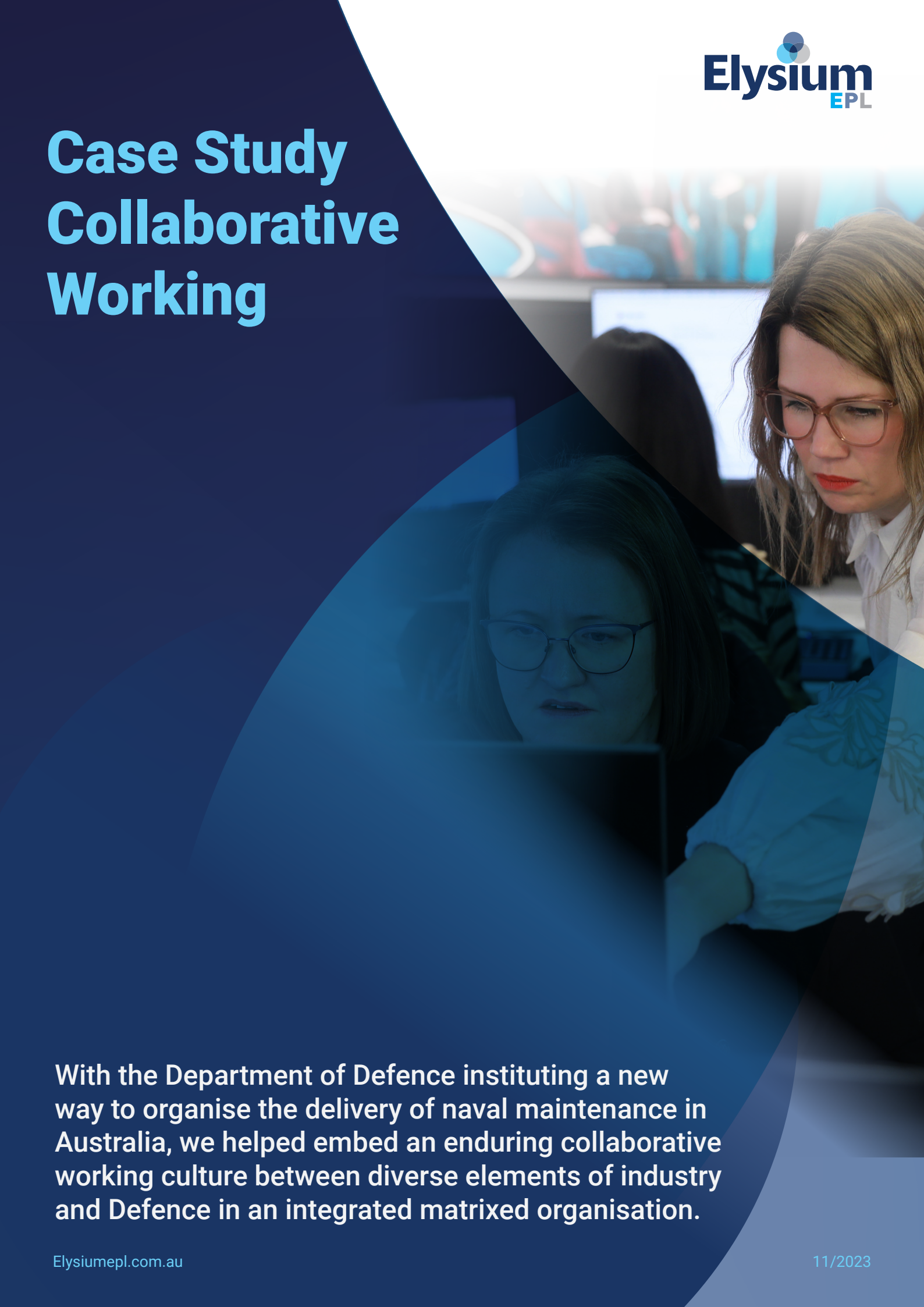


Case Study Collaborative Working

A photograph of two women in an office setting, looking at a laptop screen. The woman in the foreground is wearing glasses and a dark top, while the woman in the background is wearing glasses and a white shirt. The image is overlaid with a large, semi-transparent blue circle on the left side.

With the Department of Defence instituting a new way to organise the delivery of naval maintenance in Australia, we helped embed an enduring collaborative working culture between diverse elements of industry and Defence in an integrated matrixed organisation.



Our Collaborative Working Practice builds collaborations between and within organisations to enable effective business integration and deliver increased value.

Case Study – Building collaboration into naval maintenance

The Department of Defence sought to institute a new way to organise the delivery of naval maintenance in Australia. Core to this new organisation model was common delivery of maintenance for all classes of ships through maintenance centres established in regions, networked together to ensure nationwide commonality and standardisation. This model required diverse elements of industry and Defence to work collaboratively together in an integrated matrixed organisation.

The Challenge

The challenge was to build an operating model that incorporated the different industry and Defence elements together and built the framework on which a collaborative working culture could develop and endure.

The Comprehensive Solution

The Elysium EPL team built collaborative working into all aspects of the Regional Maintenance Centre (RMC) business operating model design. The RMC Network Design and Build Plan detailed a Collaborative Working business operating model design and implementation methodology for the RMC Network. This included incorporating collaborative working requirements into the procurement process and evaluating potential industry regional maintenance providers.

Aligning with ISO 44001, each RMC utilised individual Joint Relationship Management Plans (JRMPs) which standardised specific content to be jointly developed by the parties to support the establishment of collaborative working between them, including:



- ✓ interrelationships between enterprise participants
- ✓ personnel roles and responsibilities, values and behaviours and associated procedures
- ✓ communication strategies
- ✓ an ARCI matrix (accountable, responsible, consultation and inform matrix) and
- ✓ participation in the development of business rules, processes and procedures.

The JRMPs were then incorporated within an RMC Network-wide Collaborative Business Relationship Management System (CBRMS) which sought to codify and standardise collaboration as a business management system across the network. The CBRMS address issues such as leadership, advocacy, collaborative working competency, common tools and systems and processes for enabling greater collaboration.

The Enduring Value

Elysium EPL built the RMC network business operating model, aligned with ISO 44001, to enhance and promote collaborative working between all the different elements of the Network.

As of June 2023, three Regional Maintenance Centres had been established as well as a business unit for the central coordination and management of the RMC Network. All business relationships were being managed through the CBRMS and the associated JRMPs.

Brett Ackroyd, Point of Contact
Collaborative Working
enquiries@elysiumepl.com.au
www.elysiumepl.com.au
1300 709 250



We are an Australian professional services firm working with government and industry organisations to improve their business performance through design and implementation of major transformation projects and the provision of trusted advice.