



ADEPT  
technology

# CASE STUDY

WAYSIDE NETWORK

Interim Management

Adept is a professional services company that specialises in accelerating the successful delivery of ICT/Software initiatives.

## THE CLIENT

# ARTC

Australian Rail Track Corporation

Head Office

Mile End, SA

Industry

Transport/Logistics

Company Size

1,000 - 5,000 employees

The ARTC is one of Australia's largest rail network owners, operating and managing over 8,500 kilometres of standard gauge track across Australia. They play a critical role in the transport supply chain and the overall economic development of Australia.

*"I look forward to continuing to work with you over this year. The Interstate Commercial & Customer Service team look to deliver some great outcomes for ARTC and its customers over the coming year. Your support to do this, in my book, will be critical to the success of the projects we have on the go."*

**JACKIE LAWRENCE**

Manager, Commercial and Contractual Engagement

## THE CHALLENGE

The Australian Rail Track Corporation (ARTC) is responsible for maintaining approximately 8500 kilometres of rail track across five states. The ARTC had recently undergone a major transition programme devolving responsibility for systems and application-based projects to individual business units within the organisation, and required support to successfully deliver a number of projects.

In a separate challenge, the ARTC wanted to upgrade and improve their ageing Wayside Network, a system that monitors the condition of tracks and trains using track-side technology to measure wheel impact, vibrations, heat and noise. A program to install new sensor units had been planned, including necessary civil engineering and upgrading of IT infrastructure.

ARTC had recruited a graduate as a junior project manager for the Wayside upgrade, but he lacked the full capacity to deliver the project. Adept was asked to develop a business case for Board approval and to mentor the junior project manager to initiate the multi-million dollar program.

## THE ACTION

Each of these projects required a tailored approach to deliver the results required by the client. Adept began a customer portal project by assisting ARTC to define their initial high-level requirements and then the more focussed needs of the project including vendor selection and management, testing, training and implementation. Projects that moved ARTC from paper-based systems to electronic interfacing required design reviews, business process reengineering, change management and stakeholder management. These projects included upgraded systems and necessitated strong vendor management skills with an focus on deployment and implementation.

In the early stages of the Wayside upgrade Adept made sure the junior project manager was closely engaged with the development and validation of the business case, introducing him to the processes involved and providing the tools and support needed to enable his eventual takeover of the project.

Following approval of the business case Adept stepped into the role of senior project manager for the first stages of the three-year program. The Adept consultant provided active mentoring throughout these stages until the junior manager had both the knowledge and the confidence to take on the role himself.

## THE OUTCOME

Adept successfully managed all the projects resulting from the ARTC transition program, as well as the first installation of a Wayside Network track-side wheel-impact sensor. After six months of mentoring, ARTC handed over full control of the Wayside Upgrade to the junior project manager with complete confidence that he would deliver the required results.