



Melanie Becker

Change, Governance and Controls Specialist

Areas of Expertise

Change Management (Prosci/ADKAR cert), Governance & Assurance, Program and Project Management, Stakeholder Engagement and Communication, Reporting and Analytics, Risk and Issues Management, Benefits Realisation, Program/Portfolio Management Office (PMO) Establishment

Industries

Infrastructure, Construction, Retail, Utilities

Qualifications

Bachelor of Business Science (Information Systems)
Prosci (ADKAR) Change Management certification
Company Directors Governance Certified (GAICD)
Governance and Risk (Cyber Security)

Memberships

External Advisory Committee for Western Sydney University
Australian Institute of Company Directors
Reviewer for Infrastructure NSW Assurance panel
Reviewer for Customer Service NSW Assurance panel (non-infrastructure projects)

Key Experience

Melanie Becker is an experienced management consultant and organisational change expert who specialises in the review and establishment of portfolio management and governance frameworks for medium to large organisations who are experiencing transformational change. With a background in Big 4 Consulting and over

20 years' experience in Australia, New Zealand, South Africa and Europe, she has extensive public and private sector experience and is familiar with the sensitivities of public relations and political environments.

Melanie has extensive stakeholder engagement and organisational change management experience and is ADKAR Prosci certified. She has conducted thousands of hours in one-to-one meetings as well as facilitated cross agency/organisation workshops for requirements gathering and decision making. Melanie has a natural ability to build rapport and gain trust easily and is an effective influencer and change agent.

Melanie has authored several Portfolio Management and Governance frameworks for large complex organisations, supported by a reporting suite able to wrap up to program and portfolio level (P3M). She has also led implementation of these frameworks which have laid the foundation for strong data governance enabling the development of executive analytics and dashboards for portfolios of work exceeding AUD16bn.

Having worked in process improvement and transformational change projects, Melanie is able to interrogate and process complex information rapidly to ensure the right questions are asked, the correct stakeholders are involved, and the most pragmatic solution is adopted. This skill has seen her successfully establish project control and reporting frameworks in simple to understand approaches that maximise organisational adoption by being fit for purpose, robust and scalable.

With an Honours Degree in Information Systems and decades of experience in analytics and reporting, developing reporting suites and dashboards, she is able to quickly produce executive and board level reporting. This coupled with her strong process background enables her to develop tailored frameworks for organisations that utilise best practice principles but require minimal change and disruption thereby enabling early adoption.

She has highly advanced written and verbal communication skills and has experience in the development and review of a variety of reports and commercial documentation including Project Reviews, Roadmaps, Project Plans, Options Assessments, Feasibility Studies, Business Cases, Communication Plans, Change Management Plans and Project Schedules.

Melanie is a graduate of the Australian Institute of Company Directors. She sat on the board of Wildcare Tasmania for the 3 years, the External Advisory Committee for Western Sydney University's Masters in Project Management for 3 years and recently guest lectured for the Sydney University's Applied Project Management certificate.

Melanie's core skills / experience include:

- Stakeholder Engagement and Organisational Change Management.
- Review / establishment of project / program / portfolio lifecycle planning and delivery frameworks.
- Review/ establishment of governance and assurance frameworks for both infrastructure and non-infrastructure projects.
- PMO establishment, operating models, operational and resource design.
- Development of robust and pragmatic reporting solutions.

Highlighted Relevant Experience

EnergyCo 2023 – current: Melanie is currently providing governance and organisational change management advice to EnergyCo. EnergyCo has seen a significant increase in funding and must now transform their organisation from an operational model to one which is focused on project delivery. Melanie will develop a consistent portfolio management framework that will see all projects follow a consistent set of activities and milestones that will enable aggregated portfolio reporting and the opportunity to identify areas for improvement across the lifecycle.

WaterCare 2023 – current: Melanie is currently providing governance and organisational change management advice to WaterCare to support the significant increase in their funding envelope. Working closely with the project controls function Melanie will advise on a change led program approach to ensure initiatives are prioritised and aligned to Sponsor requirements.

Transgrid 2023 – 2023: Melanie led an engagement to provide best practice requirements for the implementation of a portfolio management solution for Transgrid. TBH provided advice on cost, time, risk and change requirements to advise on the evaluation of solutions.

Seqwater 2022-2023: Melanie is currently leading the deployment of an improvement in maturity of project controls at Seqwater. Melanie is working closely with the PMO within the renewals area of the business. The TBH team is currently delivering controls for cost and time management as well as resource demand modelling for the forward pipeline of work. Melanie also developed a new project governance structure for the PMO as well as an interim portfolio management framework.

Major Transport agency 2023: Melanie led the development of a resource model for a major transport agency. The resource model enabled the identification of resource peaks and troughs for the following 5 years to build the business case for future resource planning.

WaterNSW 2021-2022: Melanie was engaged with WaterNSW to both develop a project management framework as well as support the approval and implementation of the framework through change management. Her work has strongly influenced key project governance decisions including investment gating, roles and responsibilities and committee structures.

The framework is front end loaded providing a best practice approach to planning, developing, and delivering infrastructure projects as well as ensuring they achieve their investment outcomes.

Projects NSW (Lessons Learnt Review) 2020-2021: Melanie was engaged to write the lessons learnt report for the Grafton Correctional Facility. The centre is a 840m best practice operational facility that is safe and secure and creates a correctional environment that helps reduce the risk of re-offending, helps to prepare inmates for reintegration into the community and links with the broader management strategies and operational needs of the NSW Corrective Services network.

The project was procured as a public private partnership for a 1,700 bed facility and was successfully delivered on time and on budget by Projects NSW.

Department of Education (Program Management) 2021- 2021: Melanie was engaged to manage the review of the rural and remote incentive scheme. The review involved significant stakeholder engagement as well as the analysis of a range of both qualitative and quantitative data. The report will provide recommendations to improve the quality of life of teachers in rural and remote areas as well as address teacher supply issues.

Infrastructure NSW (Program and Change Management) 2020: Infrastructure NSW (INSW) manages the assurance activities of \$74 billion worth of capital infrastructure carried out by the NSW government under the Infrastructure Investor Assurance Framework (IIAF). Melanie was engaged to lead the implementation of the development of a new project registration and reporting information system to manage all projects covered by the IIAF. The role required extensive stakeholder engagement both within INSW and across all NSW Government to ensure the functional, data quality, stability and current reporting requirements were satisfied, with a flexible systems architecture to meet future functional and reporting needs.

Sydney Light Rail (Governance, Systems & Reporting Consultant) 2019-2020: Melanie was engaged to reset governance, systems and reporting within Sydney Light Rail. Reporting directly into the project director, Melanie established and coordinated the projects governance bodies and associated systems. She additionally reviewed and optimised all reporting for governance committees.

Roads and Maritime Services (Program Management and Reporting) 2019: Melanie was engaged to do discovery on the current issues and constraints within RMS around reporting at a project, program and portfolio level. Melanie ran a series of workshops across the organisation and was able to establish the true cost of reporting as well as identify the reporting hierarchy within a short period of time. She also identified the underlying pain points and governance issues that were the root cause behind an inconsistent reporting capability at RMS.

Department of Planning & Environment (Governance, Assurance and Process consultant) 2019: Increasing housing supply is one of the 18 state priorities being actioned by the government to improve the state of NSW. The Housing Acceleration Fund was established to deliver enabling infrastructure.

Melanie was engaged to develop a portfolio management framework for the HAF covering selection & prioritisation, governance, assurance and portfolio management. DPE, traditionally a planning organisation required a pragmatic framework reflective of their maturity in infrastructure delivery. Melanie worked closely with the reporting and community engagement teams to ensure alignment and maximise embedment. Melanie was also asked to provide advice on personnel planning for the establishment of an infrastructure PMO within DPE.

Sydney Trains, Portfolio Delivery Office (EPMO – Governance and Reporting Framework) 2019 : Melanie was engaged to provide project management and process support for the initial reporting release of the Sydney Trains Portfolio Delivery Office (EPMO). Melanie engaged with stakeholders across Sydney Trains to identify pain points and requirements.

Roads & Maritime Services (Program and Change Management – Governance, Assurance and Reporting) 2016-2018: Melanie developed and authored the Project Management Framework which outlines governance, management, integrated controls (including reporting) and assurance requirements for all RMS major projects. The Wave Control Project saw the introduction to a suite of reports robust enough to be aggregated from project to program and portfolio.

After the success of the PMF Melanie was engaged to continue developing frameworks for 19 functional areas within Roads and Maritime (RMS). The role required extensive stakeholder engagement with SME's and project staff in order to develop a set of holistic, easy to understand documentation to ensure that functional specialities within RMS were managed with appropriate governance and quality assurance.

Transport for NSW, RSDO - Customer Research 2017: RSDO is a maintenance project aimed at optimising the operational performance of the Train network through changes to the timetable.

Melanie managed a team of analysts from multiple consultancies to develop reporting for the RSDO project on customer data and analytics. She ensured that analysis assumptions were accurate and outputs were

meaningful. She interrogated analysis requirements and conducted an information gathering exercise to ensure that the team were utilising the most accurate and appropriate data sources for analysis.

A highly political project, Melanie worked closely with the Communications team to frequently responded to media requests and requirements from TfNSW for the development of the final business case.

Transport for NSW Transport Access Program (TAP) – Reporting Analyst 2015: Melanie worked within the TAP program, a \$800m program of work including: The upgrade of station for Accessibility (Easy Access), Major and Minor station upgrades, Car Parks, Interchanges, Canopy cover and the Park and Travel Safety Fund (PTSF). Melanie was responsible for authoring the PTSF Business Case, developing template documentation for Feasibility, Impact Assessment and Scoping Documentation and worked closely with Transport Projects Division (TPD) to streamline and automate reporting.

Melanie was additionally responsible for project reporting and worked closely with TPD (now Infrastructure and Place) to integrate the Primavera Schedules of the development and delivery areas of TAP. She drafted and reviewed business cases and feasibility and scoping documentation for a variety of the individual projects within TAP working closely with Program Managers to ensure consistency across the Program.