



## MARCHMENT HILL

- consulting -

# Asset Management and Service Delivery Position Descriptions

### the challenge

Southern Water is one of three newly created water corporations in Tasmania (Australia) and provides water and sewerage services to the south eastern portion of the state.

In preparation for being formally established, Southern Water engaged Marchment Hill Consulting to develop position descriptions and define a set of accountabilities for the key roles in their Strategic Asset and Service Planning Division, and their Service Delivery Division. The organisation had executives with deep water experience over many years, but was moving into unfamiliar territory with a greatly expanded asset management and service delivery capability required to support the entire water supply chain (i.e. bulk water, transmission and distribution, and retail activities).

### what Marchment Hill did

We conducted a series of workshops with several Southern Water executives, beginning with a detailed review of its immediate strategic objectives, the proposed organisational structure, and the Executive Manager position descriptions for the Strategic Asset and Service Planning Division and the Service Delivery Division. To complement this analysis, Marchment Hill Consulting also reviewed the proposed operating model to determine key information flows and high level interface arrangements for these two divisions.

This review translated to the development of key functional responsibilities and metrics for key roles within the Strategic Asset and Service Planning Division, and the Service Delivery Division.

engagement profile

### Service Delivery – Key Metrics

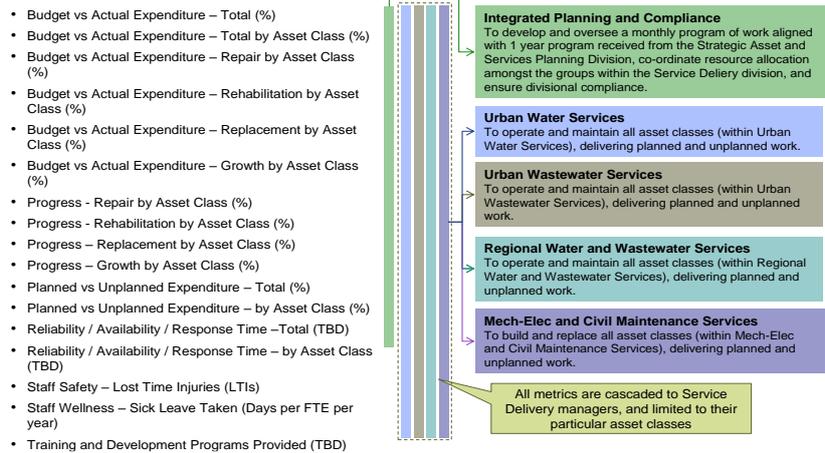


Figure 1: Service Delivery Key Metrics

A formal set of position descriptions which included the primary objective, position dimensions, key challenges, key relationships and interactions, knowledge and experience requirements and key accountabilities (activities and metrics) was developed for all of the key roles within the Strategic Asset and Service Planning Division, and the Service Delivery Division as follows:

#### Strategic Asset and Service Planning Division:

- Asset Strategy
- Planning and Solutions
- Major Projects
- Asset Investment and Performance
- Asset Systems and Data.

#### Service Delivery Division

- Integrated Planning and Compliance
- Urban Water Services
- Urban Wastewater Services
- Regional Water and Wastewater Services
- Mechanical-Electrical and Civil Maintenance Services.

Consideration was also given to the timing for recruitment to fill the new positions based on the needs of the new organisation.

## the benefit

Southern Water had a clear understanding of the key roles within their Strategic Asset and Service Planning Division and the Service Delivery Division, and could proactively move towards building their organisation.

The outcome was a well-thought-through set of position descriptions that the Strategic Asset and Service Planning Division, and the Service Delivery Division were able to present to the new Board and executive of Southern Water.