



MARCHMENT HILL

- consulting -

Portfolio-level resource planning and work scheduling

the challenge

Our client is an electrical utility serving a wide geographic area. The business's program of work ranges from large multi-year transmission augmentation projects to high-volume domestic customer connections; from routine maintenance to emergency fault response.

Rapid economic growth coupled with past deferral of capital expenditure had pushed the business's workload to record levels, and key management resources were heavily committed to project delivery.

The need for portfolio-level resource planning and work scheduling was urgent. Much of the business's work drew on a common resource pool, and hence there was potential for conflict.

Without a mechanism for high-level coordination, de-facto prioritisation of work was happening at the front-line. This produced an unachievable workload for the workforce, excessive politicking by work initiators seeking to secure delivery of their projects, and key delivery dates being missed.

what Marchment Hill did

The first step was to define the information requirements for effective portfolio-level resource planning and work scheduling (RPWS). Although the process is normally conceptualised as a 'flow of work', there is an equally important *counterflow of information* that needs to occur so that front-end prioritisation decisions reflect front-line realities, and this counterflow requires process and IT support.

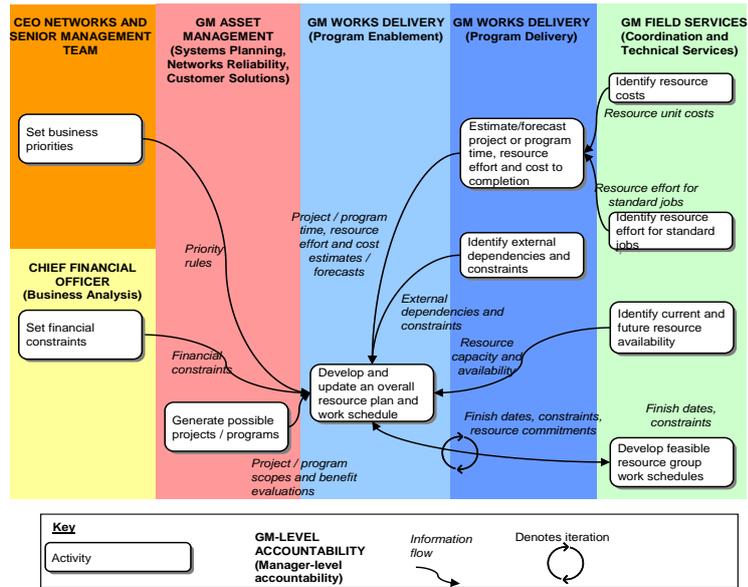


Figure 1: Conceptual Flow of Work

Based on our client’s information requirements, Marchment Hill developed a portfolio planning data model. In so doing, it was necessary to develop a range of in-principle solutions to actual resourcing issues, so that the RPWS process would adequately reflect the disparate priority drivers, determinacy, and size of the business’s work.

The team then developed functional requirements for supporting IT systems, ran a qualification process that identified two preferred providers, and selected one successful supplier. They also developed a business case that was approved by the program steering committee, and provided a Project Manager to oversee the implementation of the project.

the benefit

Thanks to Marchment Hill’s pragmatic, implementation-oriented approach, our client gained the capability to meet its rising work program, *at a cost in cash and resources that the business could afford.*

- By identifying the minimum information requirements for successful portfolio planning and scheduling, Marchment Hill ensured that the project stayed focused on the business need and was scoped as tightly and economically as possible to meet that objective.
- By engaging meaningfully with IT, key line personnel and other concurrent change initiatives, the team were able to develop a high degree of acceptance and

support for the project in affected areas of the business.

- By selecting the right IT system provider and managing the implementation, the team ensured that the business started to receive the benefits of its investment in the project at the earliest possible opportunity.