



MARCHMENT HILL

- consulting -

Position descriptions for the Stakeholder and Sustainability Management division

the challenge

Southern Water Corporation is one of three newly created water authorities in Tasmania, 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 to develop position descriptions and define a set of accountabilities for the Executive Manager, Stakeholder and Sustainability Management and their direct reports. The organisation had executives with deep water experience over many years, but was moving into unfamiliar territory in a much expanded organisation incorporating bulk water, distribution and retail activities.

what Marchment Hill did

Marchment Hill conducted a workshop with several Southern Water executives, beginning with a detailed review of its immediate strategic objectives.

Once the needs of the organisation were determined and understood, the workshop focussed on how the role of Executive Manager, Stakeholder and Sustainability Management would deliver to the new strategy, what specific resources would be required, and how the new roles should be structured to ensure the occupants could meet the organisation's objectives. The key functional roles considered important in supporting Stakeholder and Sustainability Management were:

- Stakeholder Management;
- Corporate Strategic Planning;
- Business Process and Risk; and
- Strategic Modelling.

	Stakeholder Management	Corporate Strategic planning	Business Process & Risk	Strategic Investment
Primary objective	Help achieve SW's corporate objectives through effectively managing relationships with different stakeholders	Define and deliver SW's corporate strategic objectives and position	Ensure SW's Business Management Framework is implemented and operates effectively	Develop a modelling investment
Rationale	SW wishes to achieve high levels of stakeholder satisfaction to ensure their engagement and commitment to the achievement of aligned corporation values and goals	SW needs to achieve its medium term corporate goals and related performance targets, and ensure it sets and manages to its corporate values, while keeping management informed of emerging issues	SW requires resilient systems and processes to ensure its business strategies are delivered effectively and efficiently, and risks are managed in a structured and cost-effective manner	SW requires reasoned its engagement stakeholder help support return and term investment pricing and
Expected activities	<ul style="list-style-type: none"> Establish a framework for stakeholder engagement that defines: <ul style="list-style-type: none"> Who key stakeholders are; What the expectations are both of stakeholders and SW; A model or models for ongoing engagement to secure relationships 	<ul style="list-style-type: none"> Develop the corporate plan annually (using a 3 year horizon) to ensure corporate performance objectives are turned into strategic actions; Create appropriate frameworks to ensure business units contribute meaningfully to the 	<ul style="list-style-type: none"> Develop, implement and manage SW's Business Management Framework, including: <ul style="list-style-type: none"> Developing frameworks and coordinating business planning and planning processes aligned to the corporate planning process; Developing and operating 	<p>This project responsible economic articulate for SW.</p> <p>The key of for SW's</p>

Figure 1: Outline of functional roles supporting Stakeholder and Sustainability Management.

Each key performance indicator of the Executive Manager, Stakeholder and Sustainability Management's role was analysed and a detailed definition developed. From this, Marchmont Hill looked at how the Executive Manager, Stakeholder and Sustainability Management would achieve these indicators by identifying all the necessary competencies, and developing a role definition based on these competencies.

The four new roles were clearly identified and defined, with clear accountabilities and individual key performance indicators mapped. Consideration was also given to the timing for recruitment to fill the new role based on the needs of the new organisation.

the benefit

The Executive Manager, Stakeholder and Sustainability Management developed an understanding of the scope and objectives of his role and the areas where he needed support to ensure success. He was able to determine what his direct reports' roles should include and develop the framework for full job descriptions.

The outcome was a well-thought-through set of role descriptions that the Executive Manager, Stakeholder and Sustainability Management was able to present to the new Board and executive of Southern Water.