



## MARCHMENT HILL

- consulting -

# Re-designing core operational processes to incorporate a new service delivery model

### the challenge

Our client is an electricity distribution business in New Zealand that recognised that changing market conditions for capabilities required a shift in the way they resourced their work program. In response the business designed and executed a strategy to in-source a significant element of their external Construction and Maintenance services.

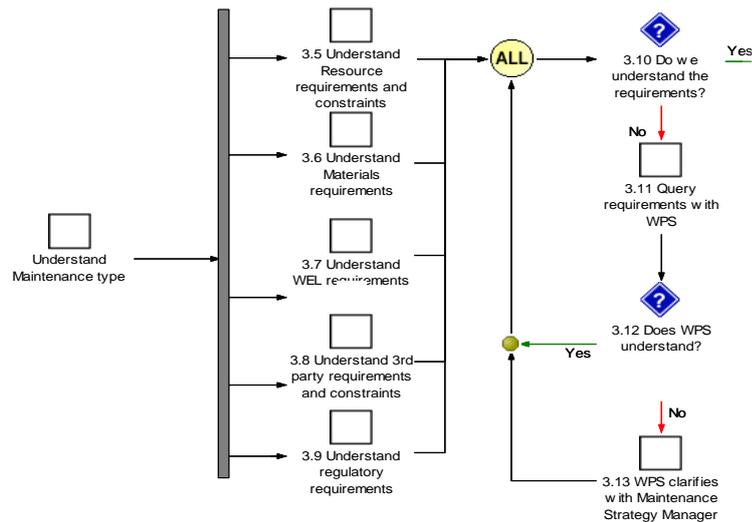
For over a decade, our client used process engineering techniques (and associated ISO 9000 accreditation) to both understand and drive performance. Business processes geared toward managing external contractors were not suitable for elements of the recently internalised delivery workforce. Marchment Hill Consulting was engaged to facilitate the redesign of core 'Works Engine' functions including Design, Works Management, Construction and Maintenance whilst establishing support from key stakeholders involved in executing these processes.

### what Marchment Hill did

Marchment Hill Consulting facilitated a number of initial workshops with key stakeholders to develop high-level process maps for the core processes of Design, Works Management, Construction and Maintenance.

A number of sub-groups were then formed by selecting internal Subject Matter Experts as well as key influencers within the previously external workforce to develop detailed process maps and associated guidelines for the four processes.

engagement profile



**Figure 1: Sample of Process Steps**

The redesigned processes were used to set expectations for new and existing staff in working in accordance with the new delivery model.

The detailed process maps were supported with detailed documentation assigning accountabilities for each step, as well as providing guidelines on what actions were necessary to complete each step, including the appropriate tools and systems. Marchment Hill Consulting used its process reengineering techniques to remove bottlenecks, and by leveraging extensive design and delivery experience in electricity distribution, incorporated improved works delivery practices into the final processes. This was combined with coaching all internal stakeholders in practical aspects of their delivery.

Changes from current practices that drove costs and benefits were broadly quantified in financial and resource impacts. This analysis ultimately led to the development of a business case for commensurate structural and system changes.

**the benefit**

The redesigned processes provided a common language and approach for the existing and new internal workforces to work with - and introduced new staff to the client’s heavily process engineering-influenced way of working. Furthermore, the approach enhanced support for the ongoing implementation by ensuring that key stakeholders were actively supportive of the new processes.

The redesigned processes also identified improvement opportunities in structure and systems, enabling our client to maximise their investment in internalising the external workforce.