



MARCHMENT HILL

- consulting -

Resourcing diagnostic and strategy development

the challenge

Our client is a large State Government-owned electricity network business that was experiencing unprecedented growth in its capital program, and was falling behind in delivery. The business managed a field workforce of approximately 1,500 people and expected to be accountable for in excess of \$1 billion of work per annum for several years to come.

External labour market pressures and internal resource management issues posed real risks to delivery of the works program. The business faced challenges recruiting, retaining and providing appropriate career options to its staff and was experiencing constraints on in several key skill areas. They were also struggling to train and effectively deploy the massive influx of apprentices moving through their development program.

what Marchment Hill did

As part of a wider Operational Review, Marchment Hill undertook an extensive resourcing diagnostic to identify key risks and performance issues through the employee life cycle, supported by compelling quantitative analysis. We worked with our client to develop a strategy to ensure a stable and productive workforce, in the short-term and into the future.

The team devised a conceptual framework for examining resource shortages and the attendant risks, and built a comprehensive model of the business' resources to explore recruitment, retention, internal mobility and workforce demographics issues. Throughout the process Marchment Hill worked closely with client subject-matter experts to validate the model and determine the most likely scenarios.

engagement profile

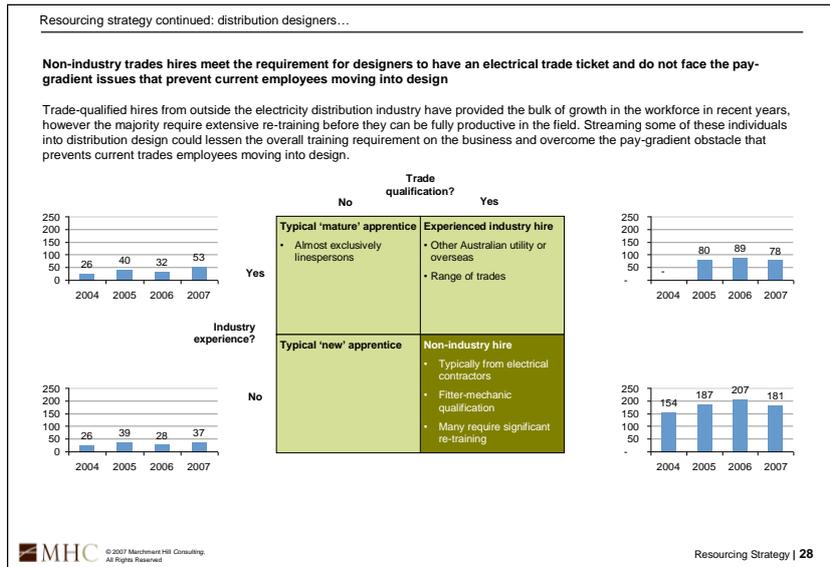


Figure 1: Resource Capability Analysis

We provided our client with insights into their resourcing requirements and challenges.

Marchment Hill recommendations included short-term actions to overcome immediate bottlenecks; changes in career development paths to ensure critical skills would continue to be available; and changes to recruitment, training and knowledge management practices to ensure that the overall 'organisation experience levels' would be maintained in the longer term.

the benefit

Our client has implemented an annual resource planning process to ensure it is continually able to quantify and monitor the resource risks in accordance with the Marchment Hill methodology. A range of initiatives are also being implemented to address the resourcing issues identified.

engagement profile