



Farnborough Projects Limited

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Project Management, Training and IT Contracting
243, Tubbenden Lane South
Farnborough
Orpington
Kent
BR6 7DW

TEL: +44 (0) 1689 609 574

FAX: +44 (0) 1689 609 573

E-mail: sales@farnborough-projects.com

Web: www.farnborough-projects.com

Case Study – Departmental Reorganisation

A long term sickness of a key resource led to a review of procedures

When a key resource became ill it was clear that this wasn't just an isolated case. The problem was one of overwork for the individual; too much work and not enough time to do it in and the pressures of changing and unclear priorities.

Farnborough Projects were appointed to provide advice on the manner in which the department functioned and how the processes and procedures could be changed to prevent a recurrence.

The department were a key IT function and were perceived as a bottleneck in the process of implementing changes to the business. They suffered from a clear lack of leadership and a lack of processes and procedures, no methodologies or structures were being used.

Approach

Taking the department manager's role initially allowed us to prevent the take on of more work and ease the burden on the remaining members of the team. We brought in a number of interim resources to assist with the backlog of work. Whilst we were taking these measures, we needed to discuss the incumbent manager's position and talk to each of the team members to understand the problems facing them and how these had arisen and what we could do to resolve them.

It was clear that the problems were deep seated and required a complete change to the way the department was structured and run.

Solution

Having freed up the team with the interim resources, we were able to clear the backlog of work that had built up. Most of this could have easily been achieved had clear direction been given in the first place. The changing of priorities almost hourly was caused by corporate culture at the site and a "who shouts loudest" gets priority approach. The Manager was replaced by a stronger manager and we worked with the new manager to put in place a process of pipeline management, a structured methodology and a clear reporting process that enabled senior management to see the work coming in and the capacity available to do that work. Importantly, priorities were now to be set in conjunction with the head of department and the new manager and this ensured that work arrived with a clear priority, importance and required date.

About Farnborough Projects Limited

Farnborough Projects Limited is a privately owned Project and Programme Management company specialising in Project and Programme Management in the Finance (Retail and Investment), Telco, Logistics and Insurance markets. With in excess of 25 years experience in managing projects, using

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Registered Office: Equitable House, 1, Ashford Road, Maidstone, Kent ME14 5BJ

project tools and project and programme recovery, Farnborough Projects Limited experience is helping project teams and customers improve the way they deliver, track and plan business change.

Contacts

Marketing Office
Farnborough Projects Limited
243, Tubbenden Lane South
Farnborough
Orpington
Kent
United Kingdom
BR6 7DW

+44 (0) 1689 609 574 or sales@farnborough-projects.com
www.farnborough-projects.com