

REPOSITION CHECKPOINT REPORT

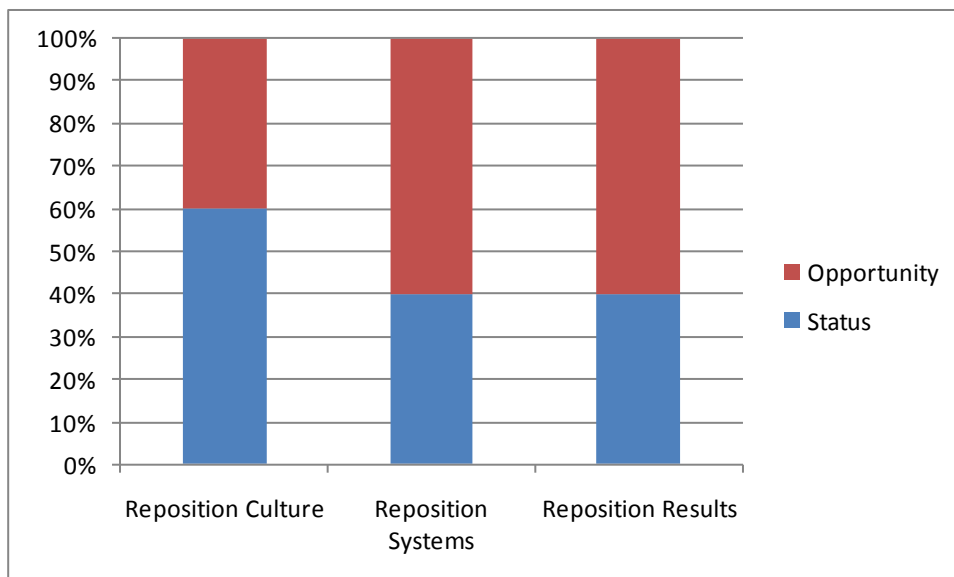
‘Repositioning the Account Management Function for Enhanced Performance’

Characteristics of an Effective Account Management / Contract Management Function

An organisation with a robust Account Management Function will evidence the following:

- Reposition Culture where innovation and continual improvement are considered important at all levels of the organisation and are aspired to by both employees and sub-contractors. There will be a generally held belief in the importance of progress and improvement. Innovators will receive recognition. Customers recognise the culture of innovation and improvement and morale is positively impacted.
- Customers, employees, sub-contractors and management have confidence in the operating and the people systems and the associated processes. Work scheduling is tidy and compliance is strong. Service Level Agreements are complied with. Business Development proposals and Service Level Agreements are comprehensive and are generated efficiently and effectively. The specific roles of employees and subcontractors are defined and the procurement and performance management process ensures the contact is delivered.
- Results focus where there is a performance emphasis present in the culture and the systems of the organisation. Initiatives and improvement are tied to performance in the management and people systems. The overriding focus is increased compliance, less risk, increased productivity, improved ethical performance, enhanced morale, reduced staff turnover, more efficient delivery, improving customer satisfaction scores, positive contract variations, eliminating scope creep, procurement efficiencies, and improved financial performance. People and subcontractors know the results they must deliver and they are held to account.

SAMPLE REPORT - ‘Repositioning the Account Management Function for Enhanced Performance’



Reposition Status – Account Management & Performance – DEFINING THE REPOSITION OPPORTUNITY

Reposition Culture - Status

<p>There are some indications of confidence and customer satisfaction. On the other hand the situation is fairly volatile with confidence linked to the customer feedback at that point in time. Thus customer satisfaction is situation dependent and the delivery teams try hard to avoid things going wrong. There are still signs of mistrust between customers and the organisation and its employees and subcontractors. There is a sense that deliverables need to be more clearly stated and reported on. The employees and subcontractors are getting the job done but there is still a lack of confidence about the value that the customer is receiving. Probably an underlying perception that the organisation does not have a superior offering to competitors or to the alternative approach whereby customers manage the services in-house.</p>	1	40 to 60
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Reposition Systems – Status

<p>There is an imbalanced reliance on the effort and competence of individuals to deliver what the contract requires. This makes the organisation overly dependent on specific individuals and the customer organisation under-dependent on the organisation. The customer sees specific people providing the service rather than a company providing the service. There are probably significant contract risk exposures or potential exposures. Changes in key personnel will create contractual and operating risks. It is highly likely that a thorough contract audit will evidence considerable non-compliance. It is probable that the organisation's typical response to problems is to 'throw more people at the problem'. Highly likely that there is a legacy of inadequate attention to the systems and processes that are essential for effective facilities management and project management. Expect considerable wastage through weak scheduling and through a lack of planning around the planned, preventative, and reactive maintenance mix. Besides the limitations in the technology based systems the people systems lack specificity and are not effective. Productivity has been negatively impacted as a consequence.</p>	2	20 to 40
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Reposition Results – Status

<p>A focus on activities and work volumes rather than on performance and results. People will be busy but not necessarily efficient. Expect to find that profit budgets are not achieved, maintenance budgets are exceeded, year on year profit plans show a downward trend, limited innovation, late payments from customers, scope creep, and average to below average customer satisfaction scores. The situation is characterised by unproductive effort and the contract is likely to be risk. Expect to find vague contractual deliverables with service level agreements that have been expressed in general terms. This works against productive effort and contributes to descriptive reporting with little reference to goals and standards. Very little evidence of improvement and innovation.</p>	3	20 to 40
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Reposition Opportunity | Initiatives – Account Management - DRIVING INITIATIVES

Reposition Culture – Opportunity | Initiatives

<p>There are indications of confidence and satisfactory delivery. The challenge here is to initiative a step-change in culture and brand identification. Communicate, communicate, communicate. Be open about what needs to be improved and give public recognition to those who have made progress in specific areas. Tackle problems and create a culture of collaborative problem solving internally and with subcontractors and customers. Don't over-promise. Commit to a couple of key initiatives and see them through. Repeatedly emphasise the direction of becoming more system driven and system dependent. Make this direction a part of each person's role. Set the system dependence direction as a common key performance indicator and draw attention to progress at every opportunity. This will get cohesive focus and effort directed at building system and process capability. It will place the focus on well directed improvement initiatives.</p>	1	40 to 60
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Reposition Systems – Opportunity | Initiatives

<p>The emphasis here is to move the delivery from being 'people dependent' to being 'system dependent'. Give particular attention to the process of extrapolating each contract into defined roles and responsibilities for specific employees and subcontractors. Specifically upgrade the procurement and contractor management systems to better align with contractual requirements. Introduce low cost self-assessment compliance systems complimented by an operational audit process. Ensure each person and each subcontractor is accountable for ongoing process improvement in their area of responsibility. Track system dependence versus people dependence for each component of the services and keep this monitoring visible and current. Recognise instances of exceptional progress and allow this to influence others. Build a habit of system and process improvement.</p>	2	20 to 40
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Reposition Results – Opportunity | Initiatives

<p>Repeated communication of performance status against 4 common benchmarks with ongoing recognition for improvement. Performance emphasis to be the recurrent theme in all communications and for all meetings and management forums. Set the direction for a performance culture where improvement and innovation are recognised. Establish internal and external benchmarks and repeatedly compare against these benchmarks. Ensure accountability is established for groups and teams but also for individuals. Let people develop a sense of confidence in the organisation and a sense of self-respect based on a purposeful and accelerated improvement program.</p>	3	20 to 40
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