

REPOSITION CHECKPOINT REPORT - 'Property | Facilities Function & Performance'

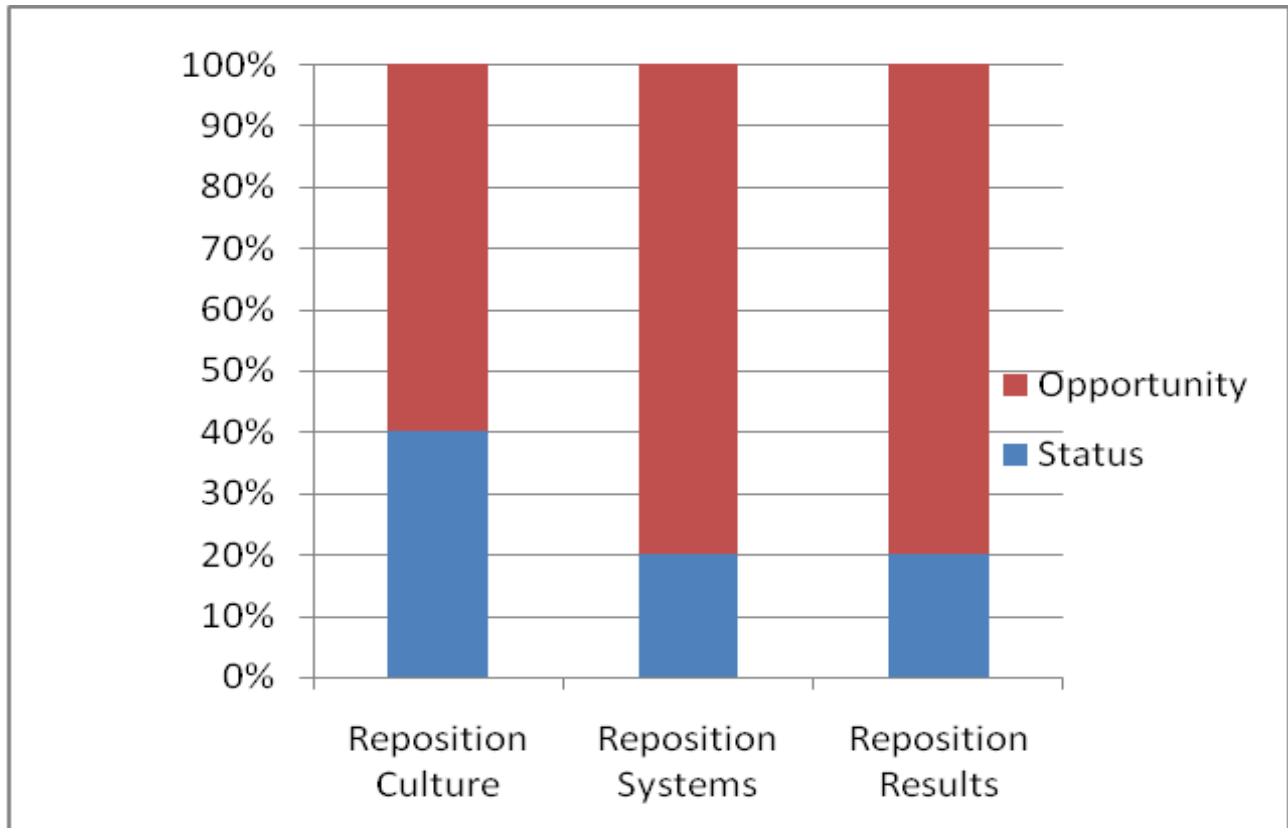
Characteristics of an Organisation with a Property | Facilities Function that Drives Performance:

Reposition Culture - The FM Team is confident that they and the organisation have what it takes to meet the FM requirements and to meet the defined service levels. The delivery of the services is relatively well structured and customers are generally satisfied with the service levels. Customer expectations are being managed which minimises scope creep and creates a predictable service environment. Appropriate initiatives and improvements are being identified and implemented in the normal course of business. The delivery team has a sense of making a worthwhile contribution which is recognised by the organisation and by internal customers and also by appointed sub-contractors. It is likely that the opex and capex budgets are well defined. People are getting on with the business of supplying the services and the commercial arrangements pertaining to internal customers and to subcontractors are tidy and clear. Staff turnover is likely to be relatively low. There is a sound base to establish further momentum.

Reposition Systems - The organisation appears to be on route to being increasingly 'system dependent' and less 'person dependent'. Technology and systems are being used to trigger the correct maintenance and management events and to help ensure contractual compliance. The reporting systems are efficient and provide a timely assurance of contractual compliance. Operational efficiencies are evident and are linked to the operating systems. There is a level of confidence that contract risks have been identified but there are still concerns about the effectiveness with which certain OHS and statutory risks are being managed. When there is an apparent failure in service levels, customers do not immediately register concern over the FM Team's capability. This reflects a reasonable level of customer confidence in the service provider capability and in the adequacy of the operating systems and processes. There is evidence of timely improvements and updates to systems and processes.

Reposition Results Orientation - People are very conscious of the results and performance levels that evidence a well run FM Function. People and subcontractors relate their performance to overall asset management and FM performance and there is an understanding of the specific ways in which they impact service levels, compliance, productivity, cost containment, and performance. Overall performance is measured regularly and thoroughly as is the contribution of individuals and subcontractors. The accepted standard is to surpass the stated benchmarks and negative variances to budget or to defined service levels are noted quickly and are acted upon immediately. Annual operational and financial and asset plans are tidy and the results emphasis works against complacency. Expect to find increasing service level scores, extended life of plant and equipment, tidy housekeeping, orderly facilities documentation, a confident team, high levels of planned and preventative maintenance, visible standards, and clear reporting.

SAMPLE REPORT – PROPERTY | FACILITIES FUNCTION & PERFORMANCE - REPOSITION CHECKPOINT



There is a significant opportunity to enhance performance by strengthening the extent to which the directors and the executive and management make the Values live and impact performance.

Reposition Status – Property | Facilities Function & Performance

Reposition ‘Culture’ - Status

<p>Fairly high levels of stress associated with conflicting demands from various stakeholders. This is made worse due to the lack of clarity over the scope of services and the service levels, and also the lack of management of customer expectations. People and subcontractors try to get the work done and to minimise non-compliance and customer dissatisfaction. People feel that customers and their own organisation under-values their contribution and are accordingly frustrated. This is reflected in the staff turnover and in a lack of confidence. There is a sense that one cannot really 'win' in this situation. Teams need to be able to achieve clear goals and to have the satisfaction of doing so. The core problem here is the lack of clarity over the goals.</p>	1	20 to 40
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Reposition ‘Systems’ – Status

<p>There is a perception that performance and service levels vary with an over-dependence on the competence of the FM Team Leader. Underlying this is an over-reliance on key people together with inadequate management attention to the systems and processes necessary for effective asset management. There is a deep lack of confidence in the systems that should direct events, activities, people and reporting. This may well be a system limitation but it quite possible that it is a matter of weak system implementation. In other words the systems are not being optimised. Inasmuch as customers share this perspective, this will increase the risk of the FM service being outsourced, and the situation will promote direct communication between the internal customers and the facilities subcontractors due to a lack of confidence in the management of the facilities function . The lack of confidence in the enabling systems and technologies is critical and potentially terminal. It is highly probable that serious instances of non-compliance have come to the fore. If not, a thorough operational audit would reveal multiple instances of non-compliance, many of which will be serious.</p>	2	00 to 20
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Reposition ‘Results Orientation’ – Status

<p>The focus is on doing work rather than on delivering results. There seems to be very little awareness of what results are expected pertaining to key performance areas such as health & safety, costs, performance benchmarks, subcontractor performance, payments, service levels, and customer satisfaction. The outworking of this is that work and resources and outcomes will not be aligned to the performance levels that make for a robust FM service that benefits all parties. Expect to find significant inefficiencies with low productivity. Also expect to find low employee engagement with relatively high absentee rates and relatively high staff turnover. There is very little to suggest that employees and subcontractors have a sense of challenge and purpose. People are employed based on experience with limited emphasis on results. The performance management system is wholly inadequate with little if any impact on productivity and performance.</p>	3	00 to 20
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Reposition Opportunity | Initiatives – Property | Facilities Function & Performance

Reposition ‘Culture’ – Opportunity | Initiatives

<p>The 'Reposition Opportunity' is significant but difficult. There is a need to review the organisation's strategic readiness and strategic fit for this business. There is a need to document and establish the investment cost for the required upgrades to central capacity, people systems, technology, and operational systems. This is a labour or expertise based service business. Give attention to the detail of each contract and how this breaks down into specific roles and responsibilities. Clarify and simplify what has to be delivered by clarifying the role of each person and each subcontractor for each specific contract. Establish a scope creep awareness campaign and get everyone focused on identifying and eliminating instances of scope creep. At the same time drive accountability for identifying and agreeing scope variations and price adjustment where scope creep has occurred. Build confidence in the organisation and in the account management function by highlighting the experience and competence that comes from rebuilding a service operation. Recognise, recognise, recognise, communicate, communicate, and communicate!</p>	1	20 to 40
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Reposition ‘Systems’ – Opportunity | Initiatives

<p>There is a great deal of hard work to be done here. Develop a project plan to: intervene in under-performing services; upgrade and align the technologies, the financial systems, the operating systems, the people systems, the contracting systems, the customer systems, and the reporting systems with the requirements of a service based contractual business. Involve everyone in the project to the extent that each person can contribute. Don't delay. Tackle simple systems issues immediately. Design and implement an operational audit function to drive compliance and improvement. As the entirety of the required work cannot be done simultaneously a clear project plan with prioritised components is essential. Ensure all employees know the plan, their part, and also the direction. If the systems are completely out of sync with the business requirements it is possible that a strategic review is appropriate to consider strategic fit and strategic readiness.</p>	2	00 to 20
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Reposition ‘Results Orientation’ – Opportunity | Initiatives

<p>Establish 4 key result areas that apply to all FM Team members and to all subcontractors. Use this technique to create a common focus on what is essential for a robust facilities management operation. Customise the key result areas for each role and for each subcontractor to reflect these 4 areas. Establish and implement a monthly self-assessment process complimented by supervisor overview with attention to these 4 common key result areas. This will help create a sense of direction and common purpose based on what makes for a robust FM Business. Ensure stretch targets with an obligation on all departments and on all employees and subcontractors to continually improve. Require monthly updates on efficiency progress complete with goals for the upcoming month..</p>	3	00 to 20
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