

ALWAYS LOOK A GIFT HORSE IN
THE MOUTH



OR YOU CAN'T SHUT THE DOOR
AFTER THE HORSE HAS BOLTED

Reasons why it matters



- ▶ Reputation
- ▶ Repeat Business
- ▶ Profit Margins
- ▶ New Business
- ▶ CSR
- ▶ Sustainability
- ▶ Health & Safety
- ▶ Policy Fulfilment
- ▶ Client Requirements

What it's like in real life ...

- Pressures and Turn Over impact on actual calibre of team. Client assumption is "same Contractor = continuity of team". This is not always the case at project level

Quality/Calibre of Team being deployed

Management of change – in design, in installation, in management

- Multiple evidence that change control is not what it needs to be.

- Target Price and other constraints resulting in poor calibre supervision being resourced

Supervisor enforcement of controls – capability to do so, enablers to do so, drivers to do so

Standards for Client deliverables

- Multiple evidence that Client standards are not met on a consistent basis.

- ▶ A view on Assurance
- ▶ Categorising a Supply Chain
- ▶ Proportional Control ... Horses for Courses...
- ▶ Key Performance Indicators
- ▶ Improving Performance



What is Assurance?

Three Levels of Defence

L1 – While it is being done

L2 – Governance

L3 – Independent Assessment

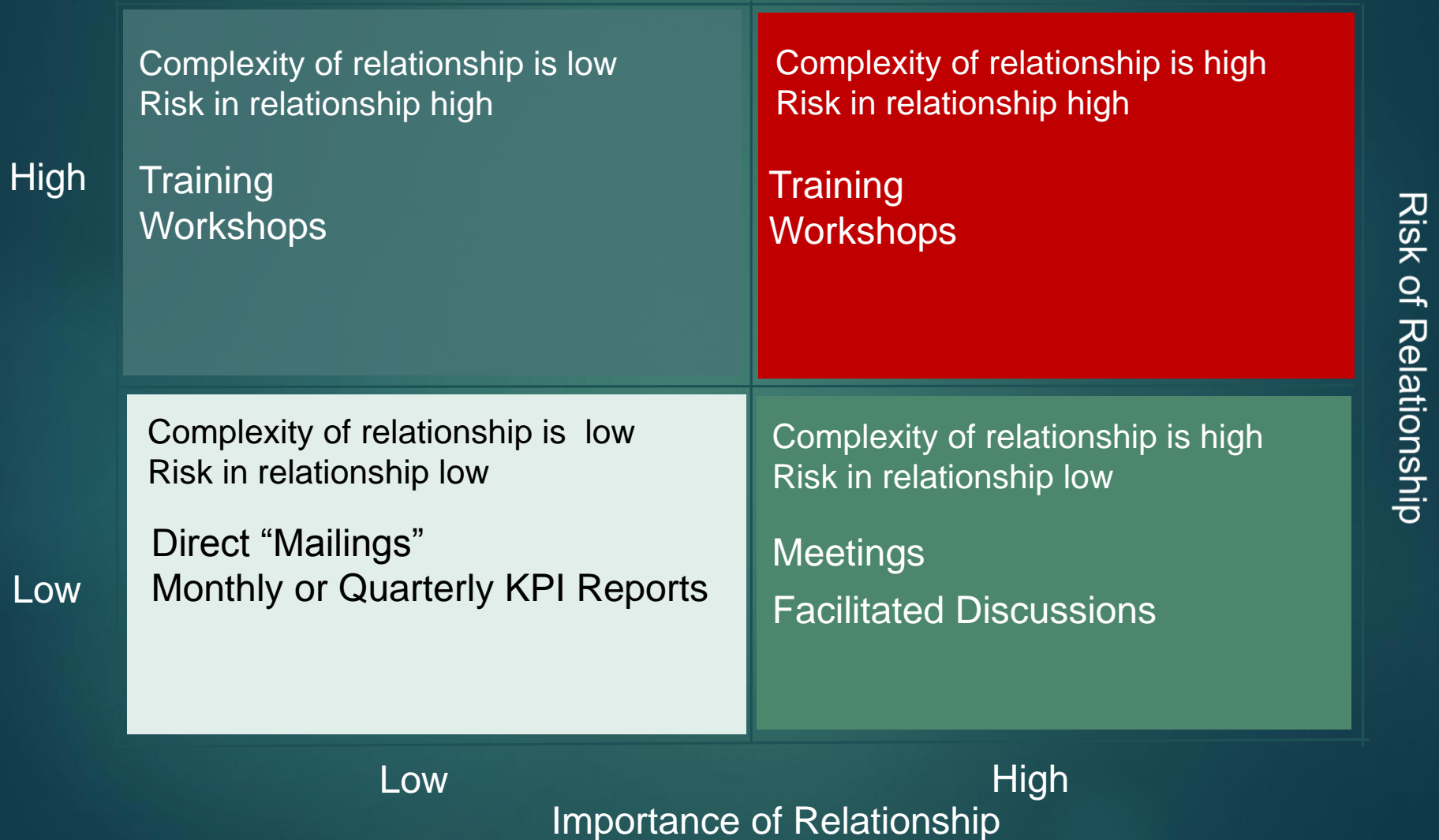
A mixture of :

- ▶ Performance Reporting
- ▶ Project Audit
- ▶ Management Theme Audit
- ▶ Inspection
- ▶ Review
- ▶ Peer Review
- ▶ Validation
- ▶ Approvals
- ▶ Action Tracking /Close Out

Enabling Assurance

- ▶ Enable access and availability to information
- ▶ Reduce the need for duplication
- ▶ Reduce the risk of transfer error and other clashes
- ▶ Increase capability for decision making and collaboration
- ▶ Identify and Handle changes at/for all points of impact
- ▶ Embed L1 & L2 assurance activities
- ▶ Design for good Record Keeping
- ▶ Control “completion requirements” for each Stage of delivery

Categorisation of Suppliers





- ▶ Continual Improvement
- ▶ Problem Solving
- ▶ High Performing Teams

- ▶ Why this works
 - Supply & Demand

Key Performance Indicators

Critical Requirements

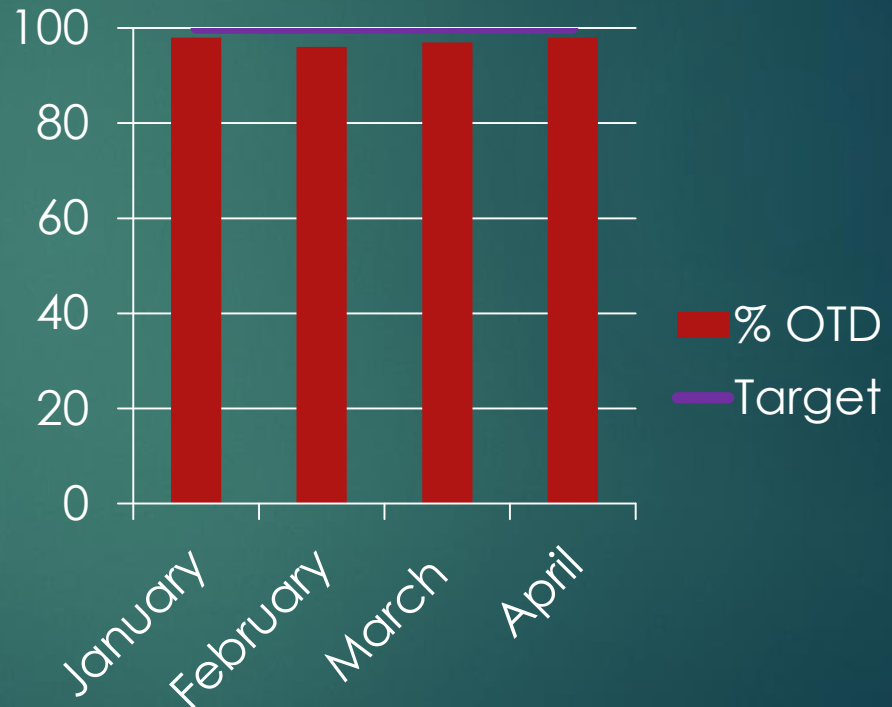


Added Value





A Parcel Delivery Service People Can Trust 98% On Time Deliveries



The Real Gap????

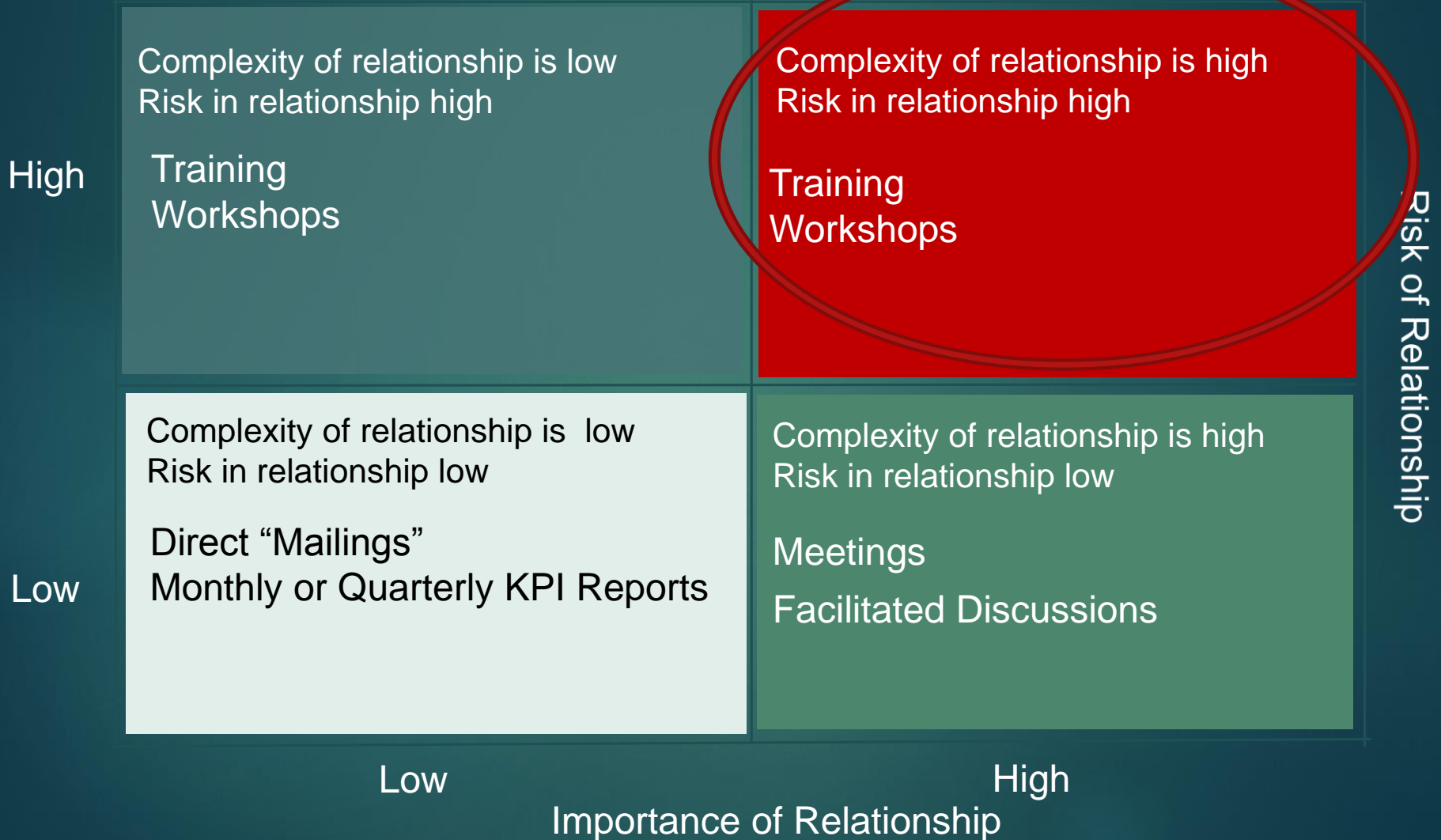
1 million parcels per month?

2 % = 20,000 per month...

4% = 40,000 per month...

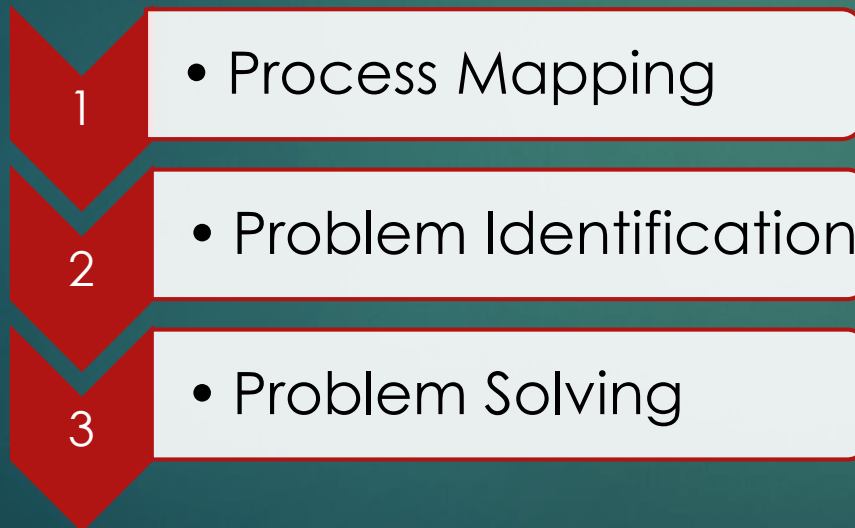
Now there is a reason to act...

Categorisation of Suppliers



Thinking Joined Up

- ▶ Measuring the “Dropped Batons”
- ▶ Create a condition that ensures “Playing the Same Game”
- ▶ Become great at Problem Workshop Facilitation
- ▶ Ensure “Ownership” of Performance



Late Report
Out of Stock
Late Delivery
Missed Opportunity
Defects
Incorrect Information

Getting Started

- ▶ Supply Team and Demand Team in the Room
- ▶ Identify what the batons are
- ▶ Process Map the baton passing
What goes Where and to What Standard
- ▶ Identify what is a “really bad day”
(individuals capture their views of the “batons” – 1 to a post-it)
- ▶ Sort and Categorise into “Problems” (Similar Issues Together)
- ▶ Volunteer “Teams” for finding a Solution
(Team made up of “Supplier” and “Customer”)
- ▶ Specified amount of time to find/define a Solution
- ▶ Presentation of “Solutions” to get buy in before implementation