



Improving service in a secure environment

This global facilities management (FM) services company has been providing a total facilities management service to this large, global defence, security and aerospace company for over 20 years. With the pressure to reduce costs, and the contract renewal approaching, it was apparent that the contract needed to perform better and work smarter.

Managementors worked with this global FM company to identify issues affecting performance of the contract. Specific activities around the planning, control and co-ordination of work, together with the implementation of an effective Management Operating System (MOS), improved the productivity of the workforce, ultimately reducing costs and delivering an improved quality of service to end users.

Case study

Name: Global Facilities Management Company
Sector: Facilities Management Services
Location: North of England

Key challenges

- Need to demonstrate innovation and cost reduction to the client
- Secure environment made changes to working practices difficult
- Lack of control over work completion
- High overtime and sub-contractor expenditure

Key gains

- New Target Operating Model with improved scheduling and control of engineers
- Enabled savings of almost £800K
- Trained internal resource to apply solutions to rest of business
- Reduction of overtime and sub-contractor spend
- Improved customer perceptions of service delivered

Background

The client has been providing a Total FM service to its global defence, aerospace and security customer for over 20 years. The contract with this customer covers a range of Hard and Soft services including M&E, fabric, cleaning and catering across four sites in the UK, with work being carried out by their directly employed staff and sub-contractors.

The client's customer is a global defence, aerospace and security company, which is among the world's largest defence contractors, employing over 80,000 people in more than 40 countries.

They work with companies and local partners, developing, engineering, manufacturing and supporting products and systems to deliver military capability, protect national security and people, keeping critical information and infrastructure secure.

With considerable pressure to reduce cost, this client was under pressure to demonstrate value for money, innovation and quality. With the contract renewal due, there was the risk that after evaluation, the customer would make the decision to re-tender the contract to someone else.



Challenge

As a key contract, there was a fundamental need for this client to take action to resolve its current problems and demonstrate an improvement to the customer. Worth multi-million pounds each year, the client needed to both improve margin on the contract and demonstrate to its customer that they could innovate, reduce costs and maintain service in order to be in prime position when the contract came up for renewal. It was felt that the current management team needed fresh eyes on the problem, so following a successful project elsewhere in the business, Managementors was asked to review how the contract was performing.

Managementors carried out an in-depth analysis of the operation, with the engineering, cleaning and administration teams across the North of England, which resulted in the identification of a number of issues.

The results of this analysis identified there was an ineffective process, an absence of effective operational performance measures, gaps in the MOS and little active supervision. These inefficiencies led to non-achievement of optimum performance.

As it stood, the processes that were being followed in the business did not support continuous improvement. In addition, the key issues found gave rise to concern over the ability to maintain the current level of performance and be in a strong position to obtain an extension to the contract, resulting in substantial change needing to take place if improvements were to be seen.

Consequently, there was the need for Managementors to deliver a change programme that would provide a low risk, sustainable step change in the operational performance of the business, to further develop the relationship the client had with its customer and ensure the contract was performing at optimum level.



Approach

In a high security environment Managementors worked alongside field teams and office based staff to develop new ways of working, focusing on the planning and scheduling of work, together with the implementation of an effective MOS to drive performance of the teams and resolve the issues impacting the performance of the operation.

The project was based on a facilitative approach where solutions were developed jointly with key individuals within target areas. As a consequence, a sustainable solution was implemented with a high level of understanding and ownership within the management team. The start of the project focused on where the client had concerns over the engineers, as well as their desire to change.

The project was broken down into a number of phases with reviews throughout, which ensured that the management teams were fully involved in any decisions that were required and to provide sign-off for the benefits achieved and for each phase of the project.

It was highlighted that a lack of active engineer management was leading to poor job management, lower performance and repeat work. Therefore, a key area of focus for the project was improving the processes, management style and skills of supervisors, along with introducing an effective MOS. These improvements drove the achievement of the project benefits, which were seen in headcount savings, reduced contractor spend and improved service.



Outcomes

Managementors worked alongside this client to achieve improved processes, together with clearer roles and responsibilities for managers, aimed at driving productivity within their teams. Training and support workshops were delivered to management and supervisors to enable the move from a passive to an active style of management.

New processes and controls were implemented around the sub-contracting of jobs ensuring that, wherever possible, directly employed engineers were used to complete work, or work that was being completed was at a reduced cost. Furthermore, the project delivered improved service levels, a reduction in overtime through the implementation of an overtime control process, and greater control around the availability planning process.

This, together with the implementation of an effective MOS, has helped to deliver the project objectives and benefits in a sustainable manner and achieve the targets set for the project.

In delivering the change programme, Managementors assisted in bringing the contract under control, with a significant and positive impact on daily operations. The change in supervisory behaviour and improved interaction with the engineers, has enabled resolution of issues that were otherwise hidden.

The end customer was happy to see a reduction in cost, alongside an improvement in service, putting our client in pole position to re-win the contract.



Contact us to find out what Managementors can do for you

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