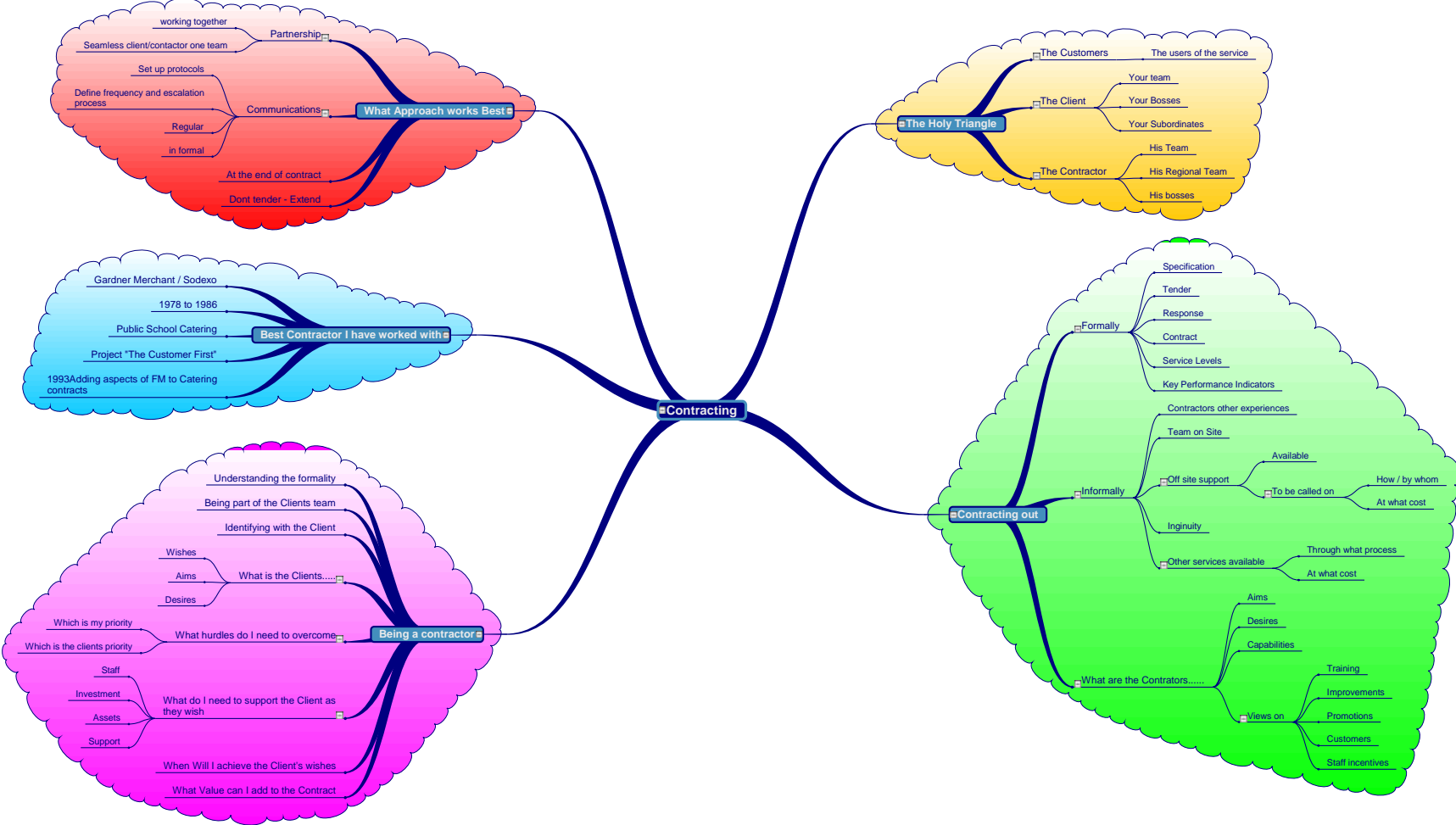


# Contracting



See end for better view

<b>Level One</b>	<b>Level Two</b>	<b>Level Two</b>	<b>Level Three</b>	<b>Explanation</b>
<b>The Holy Triangle</b>				How to keep a contract running smoothly is the key and this triangle need to work in unison and as equals giving customers Client and Contractor the respect they equally deserve
	<i><b>The Customers</b></i>			
		<b>The users of the service</b>		Survey, Communications. Regular Advertising, promoting success, explaining difficulties, gaining opinion
	<i><b>The Client</b></i>			
		<b>Your team</b>		What image do you demonstrate to your team as your respect for the value of contractors
		<b>Your Bosses</b>		How do they see contractors and their services, how do they demonstrate their view to their bosses
		<b>Your Subordinates</b>		Do they reflect your views, do they see contractors as you do
	<i><b>The Contractor</b></i>			
		<b>His Team</b>		
		<b>His Regional Team</b>		Do they visit and supervise? Do you give them time and explain what the Client side needs, what support can the site manager call on.

		<b>His bosses</b>		Is he proactive, can he remotely manage
<b>Contracting out</b>				A decision that has to work for the length of the contract and more. It's as important as a wedding and can even be like have a child. Be Serious. You can sack and employee if they don't work out, you may need litigation to get rid of a contractor Why are you contracting out, define that and set a measurement that you can judge during the process
	<b>Formally</b>			Understand what you are offering
		<b>Specification</b>		Does the spec satisfy the needs of customers and your bosses? Who wrote it? Do they understand what you know
		<b>Tender</b>		Does it express your needs and wishes, does it allow the responder the opportunity to be open and initiative
		<b>Response</b>		Have they answered all the questions? Have they used their skills and expressed their needs and wishes and capabilities even if you did not ask
		<b>Contract</b>		Is it legally binding? Does it allow sufficient flexibility (did the street cleaner contractor of the world trade centre have to clean the rubble away or was there a contingency?)
		<b>Service Levels</b>		Minimum and maximum standards to manage all sides of the holy triangle to be achieved
		<b>Key Performance Indicators</b>		How you will test satisfaction of provision
	<b>Informally</b>			Is there good chemistry. Do you click?

		<b>Contractors other experiences</b>		Have they done something similar, can they think outside your / their box?
		<b>Team on Site</b>		Are they proactive, are they staffed correctly, have they sufficient manpower
		<b>Off site support</b>		What can they call on for support? During the day / night / Bank Holidays
			<b>Available</b>	Do you have a copy
			<b>To be called on</b>	How do you ask for additional support, who's toes will you step on if you do.
				<b><i>How / by whom</i></b>
				<b><i>At what cost</i></b>
		<b>Ingenuity</b>		Do they have any? Do you encourage it

		<b>Other services available</b>		Does a tree cutting contractor have a gardening service and are they part of an FM service. You cleaning company may have specialists in Security that could help you or even offer solutions your security company had not thought of. Do you get them all together to network and share business opportunities
			<b>Through what process</b>	How do you request them, can you site manager have unauthorised access or does he need authorisation.
			<b>At what cost</b>	To the contractor. To the profitability of the site. To you
	<b><i>What are the Contractors.....?</i></b>			
		<b>Aims</b>		Has he told you, have you read their published aims, website, annual report?
		<b>Desires</b>		Are they growing or contracting their business.
		<b>Capabilities</b>		Do they have spare capacity, are they starved because of new business. Will you be their biggest or smallest contractor
		<b>Views on</b>		Ask . They may not want you to know. Are the views of the site, regional managers or company the same
			<b>Training</b>	What proportion of their profit do they reinvest in training? Is that good or poor. When was your site manager last trained
			<b>Improvements</b>	What do they plan and are they achievable in your budget. what benefits will they bring to your service

			<b>Promotions</b>	Will you be able to veto you site managers promotions prior to him knowing of the opportunity
			<b>Customers</b>	Are they a benefit or just and inconvenience
			<b>Staff incentives</b>	How do they motivate managers, staff, and customer's suppliers? Do they bring incentives to the Holy Triangle
<b>Being a contractor</b>				It is my experience that the salesman is never the site manager who provides the service, this means the site manager rarely understands what or why items have been promised.
	<b><i>Understanding the formality</i></b>			Ensure that you as site manager understands all that the has bound the contractor into the contract. The spec, tender promises and contract expectations and promises
	<b><i>Being part of the Clients team</i></b>			When dealing with customers or Client team the site manager should demonstrate he is one of them
	<b><i>Identifying with the Client</i></b>			What can the site manager do to add value to the client, charity social or development works well normally
	<b><i>What are the Clients.....?</i></b>			Talk, chat, understand and bond with your client, yes be his best friend, mate, confident what ever he wants as long as it's legal and within your morals!
		<b>Wishes</b>		Find out – information is power
		<b>Aims</b>		Where does he want your service to be at 3 months 6 months a year

		<b>Desires</b>		If you could, what would he like you to do with his service
	<b><i>What hurdles do I need to overcome</i></b>			Historically, now and into the future
		<b>Which is my priority</b>		The Hurdles and major success need to be prioritised to fit into your capabilities and skill and Knowledge
		<b>Which is the clients priority</b>		Unless you follow his needs and priorities he will never be satisfied, imagine you have 20 tasks to improve, you achieve improvement in 19 but fail on one because of time or a skills shortage. Your Client will not be satisfied, he will treat the contracting process as a failure. And if the 20 <sup>th</sup> was his favourite you will never know as you will be moved to another site as you will be the failure.
	<b><i>What do I need to support the Client as they wish</i></b>			Consider what you need now, it will take differing times to deliver so ask now not when you need it.
		<b>Staff</b>		Have you done a staff review, can you achieve the SLA KPI targets in the contract with the staff the contract has given you, or with the rates they pay staff
		<b>Investment</b>		Will the investment now in staff or equipment make it more achievable and beneficial to your company or your client or even the customers
		<b>Assets</b>		What assets have you got, are they all serviceable, are repairs needed, are more assets needed

		<b>Support</b>		Can you anticipate what support you need and when and how. Ask now plan your needs and gain commitment that it will be supplied in the quantity and quality you need when you need it
	<b><i>When Will I achieve the Client's wishes</i></b>			See your target dates, surpass the client's needs. Your target should give you contingency as failures will happen so plan for it
	<b><i>What Value can I add to the Contract</i></b>			Value comes in many forms, inside the box is money and customer satisfaction, outside the box may better standards and service offerings, off the wall could be charity or volunteer work
<b>Best Contractor I have worked with</b>				
	<b><i>Gardner Merchant / Sodexo</i></b>			Providing a catering service to public schools
	<b><i>1978 to 1986</i></b>			I was at Radley College Oxford as Catering Manager and then as District manager for Herts and Berks ad Buck and then for Oxon
	<b><i>Public School Catering</i></b>			Feed boys in their formative years of growth, where sports is so important and healthy diet is now a common thing then it was cost management

	<b><i>Project "The Customer First"</i></b>			5000 contracts, 100,000s of thousands of customers and an MD in Garry Hawkes that had vision. Our customers needed to be put first. Standards needed to be standardised, quality needed to be qualitative. It was so rewarding to be part of this development and see its benefits in schools universities and hospitals
	<b><i>1993 Adding aspects of FM to Catering contracts</i></b>			I was the Consultant Facilities Manager of Southend NHS Trust, and converted a 4 month consultancy to a permanent contract. The difficulty was to make sense of NHS Budgeting. Our fee was payable as a % of savings. But we spent more, of course we did you had more patients. So we did not save anything!!!
<b>What Approach works Best</b>				This depends on circumstances, environment, staff personalities and capabilities. Everywhere is different
	<b><i>Partnership</i></b>			Not Client and contractor but TEAM 'there is no I in Team'
		<b>working together</b>		Find ways to work or die. There are rules in employment there are non in contracting. Upset a client and you may never no why or how. But you will find another site needs you more!
		<b>Seamless client/contactor one team</b>		Develop and practice so all your team follows your example
	<b><i>Communications</i></b>			Just because you know you are paranoid does not mean they are not out to get you.

		<b>Set up protocols</b>		How does the client company want you to communicate
		<b>Define frequency and escalation process</b>		If things do or don't work how do the points Holy triangle want to get to know
		<b>Regular</b>		
		<b>in formal</b>		
	<b><i>At the end of contract</i></b>			<p>If you do not tender but extend. The costs saved could be in</p> <ul style="list-style-type: none"> <li>Drawing up a spec</li> <li>Tendering it</li> <li>Assessing it</li> <li>Changing uniforms and notices and logos</li> <li>New staff learning time</li> <li>Customers finding the way to report</li> <li>If that costs 20k and the new contract is not 20k</li> <li>Cheaper you have not saved anything of benefit</li> </ul>
		<b><i>Dont tender - Extend</i></b>		And redefine the improvements you want at the savings the contractor will make by not responding to your tender

