



## Case study

**Name:** Global FM Public Sector Contract  
**Sector:** Facilities Management

# Customer service transformation for Public Sector contract

Our client, a global facilities management services provider, won a high profile public sector security contract which was mobilised in the midst of the Covid-19 pandemic. Mobilising the contract during lockdown presented a number of challenges, putting the team under significant additional pressure due to the uncertain, volatile and constantly changing situation.

Following a number of previous successful engagements with the client, Managementors was invited to carry out an in-depth analysis of the operation to identify some of the root causes of the issues being experienced. Following the analysis, we worked with our client to deliver a transformation programme focusing on reengineering processes, behavioural change and the implementation of an effective Management Operating System.

*“It’s so refreshing to see the team work collaboratively and to see a very structured approach of how we will deliver the project objectives.”*

**Head of Customer Services**

### Key challenges

- Unclear ownership and excessive handoffs within processes leading to duplication, errors and delays in resourcing. Operations heavily involved in scheduling despite the existence of a dedicated scheduling team, taking up substantial management time and energy
- Lack of visibility of inbound call volume to the Helpdesk, leading to peak call times not being crewed effectively
- Poor compliance by Officers to core processes and a lack of management visibility, bandwidth and effective action to address behavioural/compliance issues
- Wide variance in workload across Managers/Regions, adding to the operational frustration and pressure being felt

### Key gains

- Scheduling solution implemented – processes redesigned, Helpdesk and Scheduling roles merged and operational involvement reduced
- Customer service enhanced by collapsing delivery timeframes, 85% reduction in time taken to service additional shifts and errors
- Ways of working standardised, with a focus on improved accountability and control
- Management time freed up to better manage the contract, supporting a more proactive approach to contract delivery
- Greater management visibility of performance/compliance issues and managers coached in how to effectively address these issues
- Reduced stress, confusion and frustration creating a more resilient and sustainable Operation

## The Challenge

The contract had been through an extremely challenging period due to mobilising during Covid-19. As part of this, various modifications to client sites had been required, increasing workloads and stress on the operation. The Contract's leadership team were looking to improve processes and change behaviours to drive more efficient end-to-end service delivery, whilst creating a more resilient and sustainable operation.

The two-week initial analysis of the operation undertaken by the Managementors team uncovered some key challenges that would be addressed as part of the project.

Roles and responsibilities lay at the core of the issues identified. Despite a central scheduling function existing, Schedulers were not accountable for carrying out the tasks that would typically be expected of a scheduling function. They also lacked the visibility and tools needed to fulfil client resource requests

As such, the workload instead fell to Operations Management, with almost a third of their time being spent on scheduling tasks. With numerous Operations Managers intervening in an ad-hoc way in scheduling activities, and substantial emphasis placed on relationships as opposed to process, it was unsurprising that there was no standard way of fulfilling resource requests, leading to frequent avoidable 'blowouts'. This consequently created a substantial burden on Operations Managers, detracting their attention and energy away from people and performance-focused activities. As a consequence of the constraints on management bandwidth, compliance by Officers to booking on and off of their shifts was poor, creating additional workload for the Helpdesk, as well as potential financial and performance implications for the contract.

Mapping out and critiquing the processes with the key stakeholders also highlighted the high number of hand-offs within the end-to-end process, which not only increased the risk of error, duplication and delay, but also removed ownership and accountability from delivery. Furthermore, this also raised frustrations between departments, as well as highlighting an over-reliance on email communication.







*“This is the only thing keeping us in our job, that there’s a light at the end of the tunnel!”*

**Manager**

## Our Approach

Managers worked alongside Operations, the Helpdesk and Scheduling team to collaboratively identify opportunities for improved ways of working. A series of process workshops were held with key stakeholders, firstly critiquing the ‘as-is’ processes, then developing revised ‘to be’ processes to tackle the root cause of the issues being experienced.

The project initially focused on developing a solution to standardise the scheduling process and to ensure all scheduling activities were managed and owned by the Helpdesk and Scheduling team, as opposed to locally within the regions. Schedulers were equipped with the relevant information and tools in order to be able to deliver their new responsibilities effectively; for example a ‘Knowledge Matrix’ was developed to facilitate the transfer of local knowledge from Operations to Scheduling, as well as to raise the visibility of resource availability. Schedulers were also cross-skilled on Helpdesk tasks to eliminate the requirement for handovers within the team and further reduce the risk of delay.

The scheduling solution was initially piloted within one region, with the agreed success measures being closely monitored and daily reviews held with the pilot group to enable any teething issues to be quickly ironed out. Any learnings or further enhancements were then incorporated into the solution before rolling out to the other regions.

As the scheduling solution began to embed, the project focus shifted to improving the booking on/off process and driving Officer compliance to using the system correctly. Whilst there had been tight control around this during mobilisation, compliance to these procedures had fallen substantially as managers’ bandwidth became increasingly stretched. There was no ‘at a glance’ reporting available to identify and tackle repeat offenders, and a high number of device issues further compounded the low levels of compliance. This, in turn, increased the workload on the Helpdesk, as Officers called in to manually book on and off of their shifts.

As part of the drive to improve this, a daily report was created to highlight booking on/off non-compliance and repeat offenders, and Managers were coached in using this to drive the correct Officer behaviours. Device audits were carried out to ascertain a holistic view of the device issues being experienced and the IT support required to get these rectified. Communications were also sent out to ensure Officers were fully aware of the process for reporting device issues and to reinforce the expectations and importance of booking on and off in a timely way, as well as the consequences of not doing so.

In order to develop and embed an effective Management Operating System, a number of review and training activities took place within the management team to ensure high usage and understanding of the various elements. A review of existing reporting was undertaken with managers and enhancements were made in order to make these easier to use and increase usage.

To gain a detailed understanding of resource requirements, resource modelling was undertaken in two areas. Within the Helpdesk, an Erlang model was developed to assess inbound call volumes, which highlighted peak times of the day and outlined the resource required in order to effectively crew and meet SLA targets. This insight was also used to review the current shift patterns and consequently split shifts were proposed in order to better cover peak times within the Helpdesk. Training was provided to the Customer Services management team to enable the model to continue to be used to optimise resource planning going forwards.

Within Operations, manager workloads were mapped out to understand the activities that typically needed to be completed on a weekly basis and assess the total hours required to manage their areas. It soon became apparent that there were opportunities both to delegate some Operations Management activities, as well as to rebalance workloads across the regions. It was recognised that to effectively carry out the role, Operations Managers needed to spend more time on site visits, client contact and staff engagement. Capacity to do this would be created by reducing time spent on emails, scheduling and reactive tasks.

Over the course of the project, scheduling activity increasingly transitioned away from Operations Managers, with input required only in the case of an escalation. A 'standard week' was put together to allow appropriate time for all contractual requirements in terms of site visits, as well as building in increased time for contact with both staff and clients. Weekly Reviews between Managers and Schedulers were also developed to embed an effective review structure between the two departments, with the agenda focusing on reviewing performance and raising and addressing issues faced by the Supervisors.

In combination with this, a series of training workshops took place on management principles, styles and communication, as well as coaching on the use of the management tools developed during the project. A module on conflict management and feedback was particularly well received due to the people-focused nature of the business. Following a survey which showed that over a third of emails received were considered unnecessary, coaching was also provided on email etiquette and an email reduction initiative was undertaken to tackle this culture. Reliance on emails was considered throughout the process reviews and the processes were designed to increase usage of phone calls rather than email. This both cut down the time taken to get answers to queries and helped to establish improved relationships between Operations and the Helpdesk and Scheduling team.

*“The team are getting answers much quicker and they’re finding it so much easier and quicker to find resource.”*

**Scheduling Team Leader**



### Outcomes

Customer service was improved through introducing standardised ways of working across the contract and process reengineering which substantially reduced delivery timeframes e.g. the time taken to source cover for ad-hoc shifts was reduced by 85%, from over 2.5 days to almost a third of a day. A renewed focus was also placed on optimising the use of internal resource and reducing reliance on agency.

Through the redesigning of both processes and roles and responsibilities, handoffs and delays were significantly decreased within the scheduling process - handoffs were reduced by 71% and emails reduced by 63%.

By improving the visibility of both Helpdesk and Operational workloads, Helpdesk management are now equipped with the tools to better plan resource to effectively manage call volumes to meet both SLA and productivity targets.

The new processes implemented, combined with enhanced visibility of resource availability and transfer of local operational knowledge, has enabled the Scheduling team to take ownership of fulfilling resource requirements. This, in turn, has freed up capacity within Operations Management which, supported by more effective reporting and structured management reviews, has increased the control and reduced the stress within the operation, enabling Managers to take a more proactive and sustainable approach to running the contract.

*“It works really well. The communication is much better from start to finish, and you get a result at the end of it.”*

**Pilot Scheduler**

Contact us to find out what Managementors can do for you

**Call +44 (0)1256 883939**

[e enquiries@managementors.co.uk](mailto:enquiries@managementors.co.uk)  
[w www.managementors.co.uk](http://www.managementors.co.uk)