

Name of Project

Engineering Services Transformation

Client

FM Provider

Contract Detail

Transformation & restructure of the

Business Division

BPM Consultants

Jan White - PMO lead

Michael Thomas – Change Manager

Confidentiality Clause

The Case Study is presented as an example of our activity and capability. Due to the nature of the commercial and trusted relationship with our clients, the names of the businesses have been removed (to protect privacy; intellectual property rights and the integrity of the innocent and the guilty alike!).

Introduction

The FM Providers' central Engineering Services Division has gone through a number of phases & brandings, including the core central business. Recently the engineering business went through a devolved state – allocating both resources & cost back into the operating Accounts & Contracts. This strategy has now been reversed & the need to evidence a single; national technical centre of excellence capability – in line with an extended corporate strategy to offer central Projects & self-delivered soft services - required a restructure.

Assignment

Our original engagement was to support the migration of key technical resources; cost; risk & performance into the central facility & generate processes & templates for transitioning (mobilising) work. Working with the key stakeholders – the scope increased to include managing the full business process re-engineering review – at a Programme Management Office level. To fully realise the changes required & business benefits, a restructure of the workforce, including costs and ratios 'on market' for operating teams was developed & delivered.

Key Achievements

- Revised Target Operating Model developed & agreed
- Consultation; pooling & mapping of roles & creation of revised Role Profiles & selection activity completed to reflect the new 'TOM'
- In-sourcing project to vire Supply Chain spend & convert into direct self-delivery activity
- LEAN review of systems processes to refine operating efficiency concluded
- Mobilisation documentation & processes developed for migrating work & new business
- Benchmarked Rate Card produced, reflecting the revised operating structure for future Work Wining activity
- Help Desk & Service Desk activities combined & centralised (in Sheffield)
- ICT programme of activities delivered to support the new model, including CAFM systems; e-forms & e-readers
- MI & Reporting suite developed, including Customer Dashboard & Balanced scorecard suite