



A team approach to Outsourcing.....

Ask facility executives to name the most difficult thing about implementing outsourcing, and most will say it's **getting the correct level of service**. When the International Facility Management Association (IFMA) put that question to its members, 78 percent agreed that getting the right service was the No. 1 issue, according to "An Inside Look at Outsourcing," an IFMA research report published in 2006.

This statistic suggests significant gaps between the goals of an outsourcing initiative and its implementation. The most likely reasons for the problem include poorly defined service levels in the outsourcing contract, a performance issue with the service provider or ineffective management of the outsourced relationship.

In this beginning of 2011, let's us look at "ineffective management of outsourced relationship", how can we improve on it? You may say, "why should we?" , "We pay the contractors and they must deliver the standard that is agreed upon, why should we talk about building relationship?"

But don't forget that when the provider fails, everyone fails — including the facility manager responsible for the overall outsourcing arrangement. It's not possible to simply blame the service provider; they have become an extension of you.

The success of an outsourcing relationship depends in large part on the facility's staff who will be in direct contact with, and managing, the service provider. **The facilities staff should be trained how to manage and told what is expected of them**. They need to support the outsourcing initiative and its goals, and not let their own internal or personal goals get in the way.

For example, your staff's goal may be to demonstrate their own value, and so ends up over-managing the service provider or competing with the service provider's team to get credit for initiatives or service delivery. The key performance indicators, service levels and the penalty/reward systems may have inadvertently designed to create this misalignment.

Facility Manager should adopt a team approachthe SLA should be created as if the workers covered by the SLA were employed directly by the organization. Contractors covered by an SLA should reflect the best qualities of the facility management department. This will help to overcome the fact that the contractor and its employees have their own distinct goals. The benefits of these arrangements are that the facility department can then shift from managing resources to managing results and **focus on the strategic issues that add value to the company**.

Upcoming workshops:

January.....

"How FM can add value to organization"

27th & 28th



FEBRUARY.....

"Managing Service Level Agreement"

17th & 18th



FMP Program "Project Management"

24th & 25th



MARCH.....

FMP Program "Operations & Maintenance"

24th & 25th

