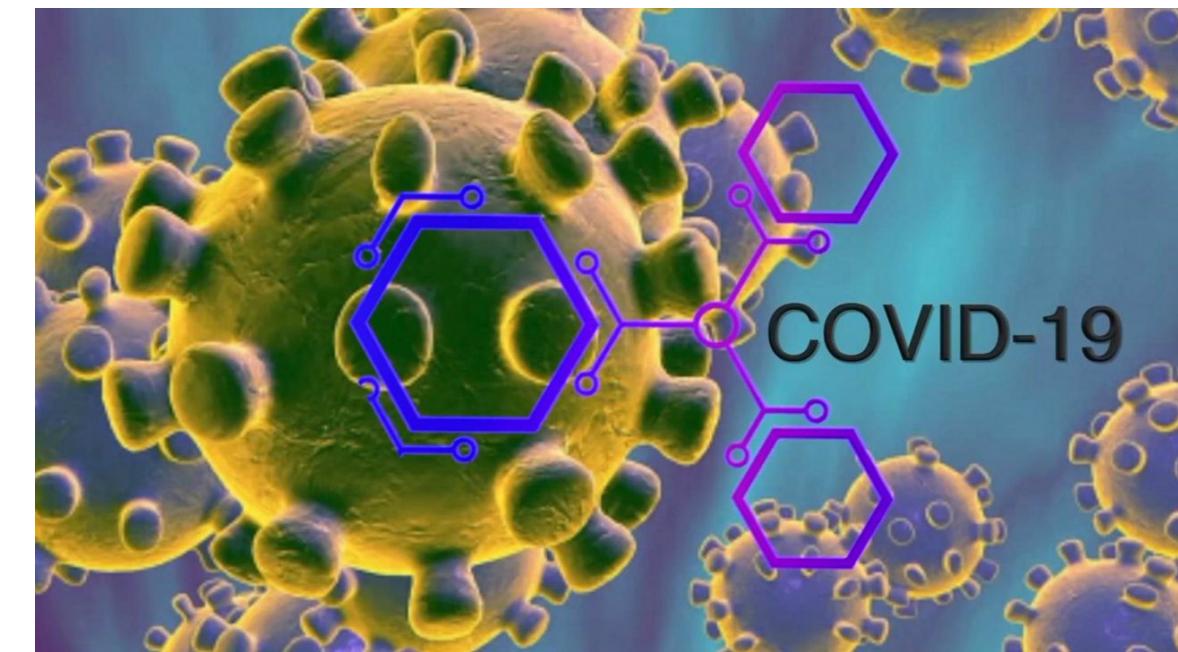


# COLLABORATING IN A PANDEMIC, USING THE GSA STANDARD TO MANAGE SOURCING RELATIONSHIPS

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21 April 2020

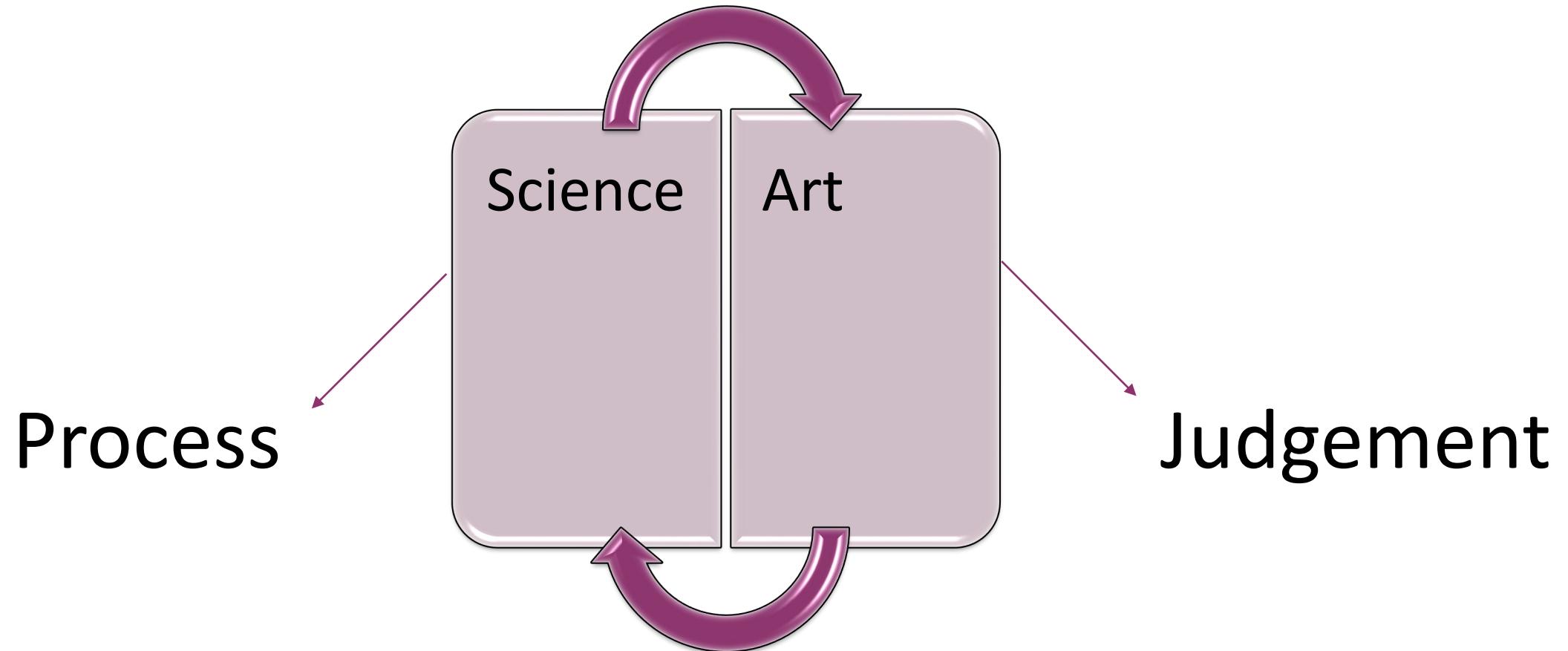


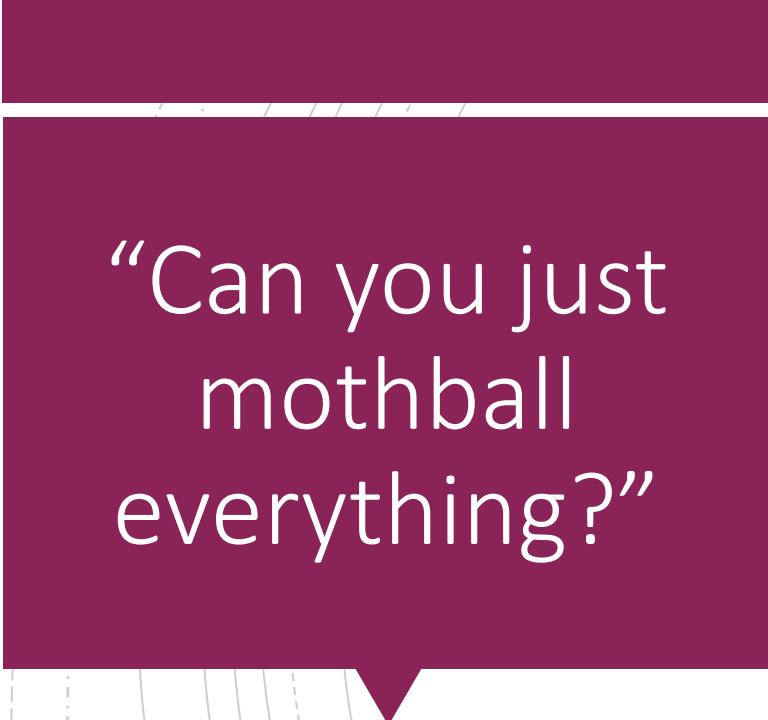


# Introduction

- Purpose: To develop participants' competence using the GSA Standard
- Format: The webinar will be a mix of presentation, discussion, poll results and a Q and A
- Contributors:
  - Kerry Hallard, CEO, GSA
  - Chris Halward, Associate Director, GSA Professional Development
  - Steve Watson, Principal Consultant, Peru Consulting
  - Mark Crichard, Partner, RPC
  - Mark Devonshire, GSA Chairman and VP and Head of Client Delivery for EMEA/Latam, NTT Data Services
  - Ravi Veerasubramanian, GSA Council Member and Managing Consultant, Gibbs Hybrid
- Duration: 90 mins

# RELATIONSHIP MANAGEMENT





“Can you just  
mothball  
everything?”

The client’s activity levels are at or near to zero. They request that their BPO services are ‘mothballed’. The service provider realises that there are a number of tasks required to implement the mothballing. They also want to take a broader view of actions they need to consider from total relationship management point of view.



“Should we postpone?”

A transformation where the project is at implementation stage – but all the users are in lockdown and working from home.

# NHS Nightingale – years to weeks

## Project description

- The centre was an obvious choice for conversion due to its large flat floor hall spaces with flexible MEP infrastructure that can be easily adapted to meet the needs of the temporary hospital.
- Following the call, a team led by principal James Hepburn and architect director Paul Johnson was on site working with clinicians, consultants, the British Army, contractors, including main contractor CFES, and ExCeL London's facilities management team.
- In order for the volume of equipped beds to be delivered within a short timeframe, all the teams made immediate decisions to allow construction to progress in parallel with the design. Solutions had to be flexible, quick to construct and take into account procurement channels to allow fit-out activities to commence immediately.
- A modular, repeatable approach with minimal building intervention was adopted to ensure rapid delivery. The bed heads and service corridors have been constructed from a component system that is usually used to construct exhibition stands. Simple reinforcement allowed for services to be fitted to the walls and the existing electrical infrastructure was modified to increase the resilience, UPS and temporary generators.





Trust

# Survey



# HOW TRUST WORKS

Authenticity

Empathy

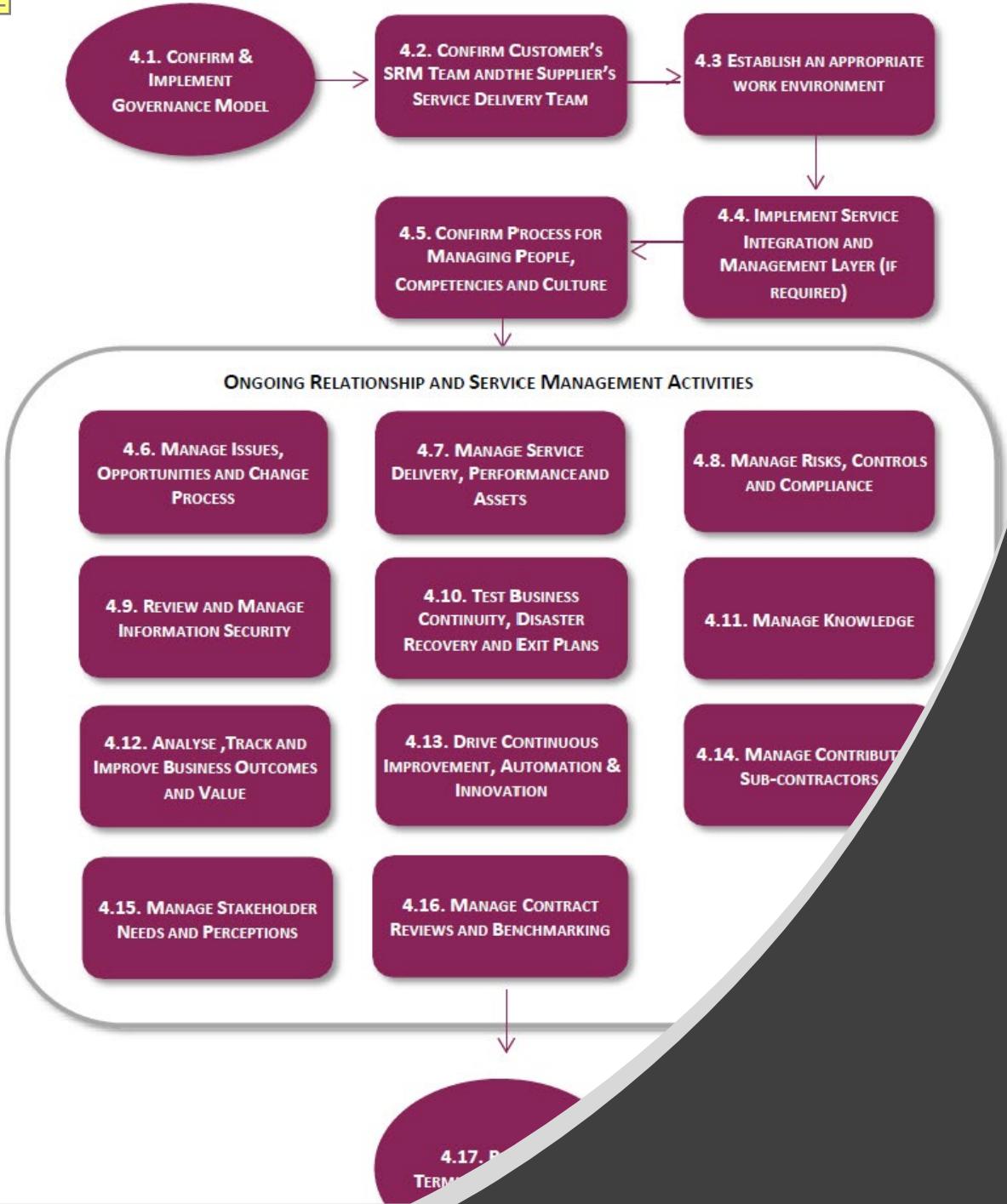
Logic / Sense



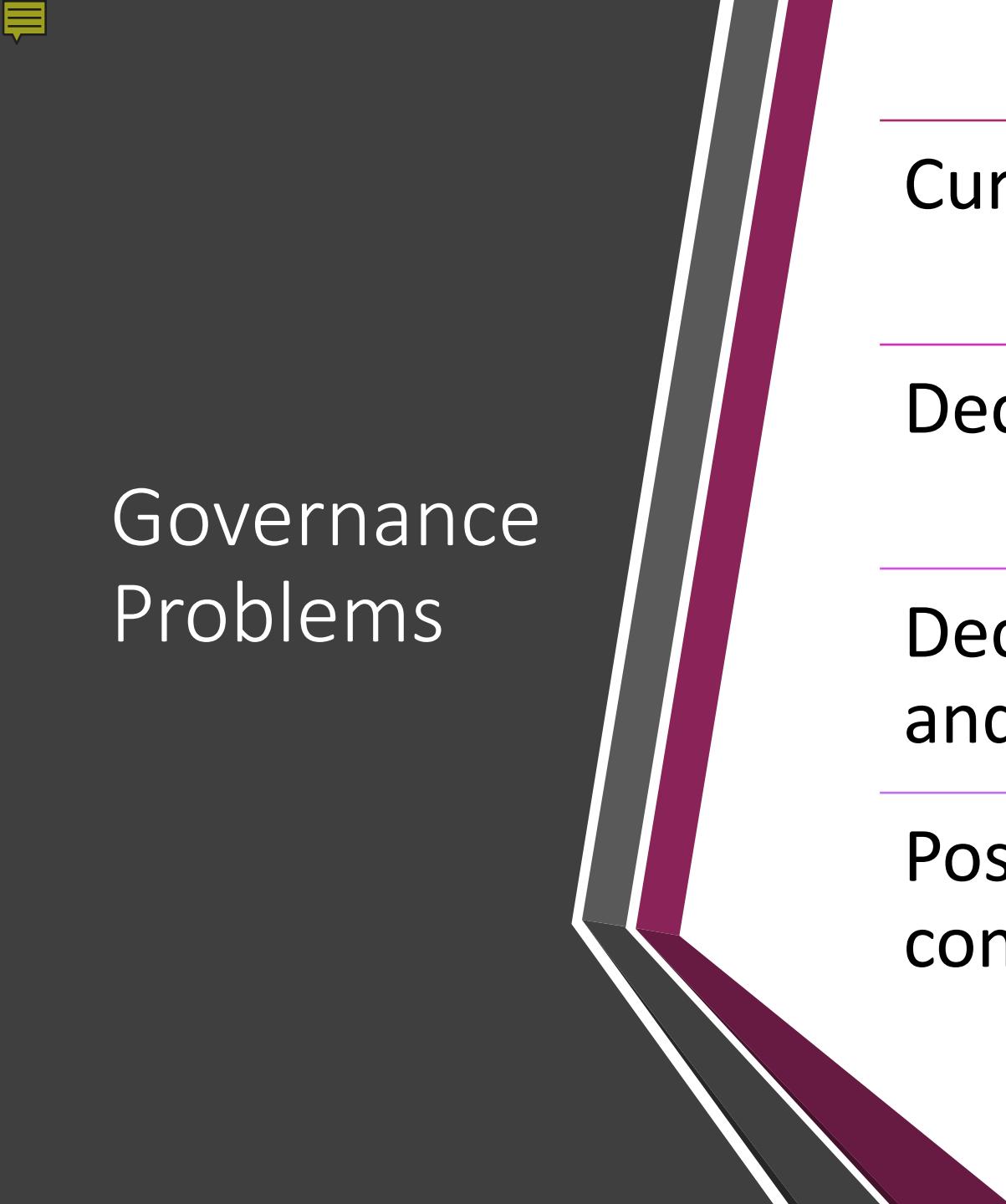
# Applying the Relationship Management Standard



# GSA Strategic Sourcing Life Cycle



# The Relationship and Service Management Phase



## Governance Problems

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Current MI may be inadequate

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Decisions may be slower

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Decision making might be poor  
and make the wrong choices

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Post decision there may be  
confusion / disagreement



# Governance Actions (4.1, 2, 4, 6, 15)

Structure – does it align with organisations decision making

Format – audio, video, duration, agenda, terms of reference

What frequency?

Who needs to be involved

Is new reporting required

# Work environments

(4.3)

- What changes have happened / need to happen to where people work?
- Is there a skeleton staff required, even in mothballing?
- If there are people working, what are the C19 provisions and how will these be governed / reported on?
- How will new environment affect performance, e.g. home working, using transport or the need for social distancing?



# Performance

(4.7, 12, 16)

- Performance may dramatically change – up or down
  - Mothballing example where client volumes collapse.
  - Call centre volumes have sky rocketed and staff absenteeism and social distancing rules make it difficult to resource.
- Partners will need to discuss re-calibration which will impact:
  - Contracted terms (.e.g. service credits)
  - Financials, budgets,
  - Sub contractors
  - Collaboration across multi sourcing arrangements
  - Deployment of staff



# Maintaining / Developing Capacity (4.5, 7, 11, 13)



- New training to conform with C19 provisions?
  - Training to maintain skills – staying match fit
  - Is this an opportunity to develop new skills? What might these be? Who will design and deliver or supply the training? Who will pay for it?
  - How will knowledge be curated during mothballing? If there a risk that some people may not return to work? If so, how will their tacit knowledge be transferred?





# Sub-contracting

(4.14)

- Does the supplier have a clear record of all sub contractors?
- How will sub contractors be treated during the mothballing? Will they follow the GSA Standard for example
- Will sub contractors fail and what impact will this have? Are there any sub contractors on which several suppliers depend?

# Review of Risk approach (4.8)

- Collaboration improves risk management effectiveness
  - Review of current risk registers
  - Add new risks identified
  - Review assessment of risks – pandemic from low prob to high?
  - Review actions for all risks – are they adequate?



# DR / BC and Exit Plans (4.10)

- Are Exit plans fit for purpose?
- What worked well and what needs to change re DR and BCP?
- Does DR / BCP testing need to be improved?

**Collaboration will be critical for many organisations if they are to survive.**



# Summary

Governance	• Structure / Format / Frequency
Environment	• Optimise new design
Performance	• Review Ts&Cs / Collaboration
Capability	• Maintain / Develop
Sub-contractors	• Records / Concentration / Mgmt
Risk	• Re-assess and re-frame
DR / BCP / Exit	• Review and Collaborate



# Q&A and Close