

Contract Management Guidance

SAMPLE CONTRACT MANAGER'S OBJECTIVES FOR APPRAISALS

Objectives	Outcomes
Performance against Team's Business Plan objectives for the year	This would be a flexible objective dependant on the team the CM was based in, which can be broadly linked to savings, supplier performance and customer satisfaction.
Develop and maintain detailed governance structures for contract management, based on contractual arrangements and contract tier, allocating CM resources accordingly	<p>Reporting, meeting and document management governance structures are implemented for all new managed contracts, in accordance with their tier. Effective administration and monitoring arrangements are in place for all managed contracts, evidencing optimal use of Contract Manager's time in performing all routine and ad hoc tasks, through aggregation and structured scheduling of activities throughout the year to avoid unnecessary peaks and troughs of activity.</p> <p>Risk, Lessons Learned and Issue logs show good understanding of their purpose and assertive concentration of resources on mitigation of high risks and resolution of major issues.</p>
Ensure all contract related tasks are performed, as scheduled by both client and supplier	Contract Management Planner populated with relevant contract monitoring tasks for all new managed contracts. There is evidence of monthly review and actioning of all scheduled tasks, as well as prompt and effective escalation or application of contractual remedies to all long-outstanding/ problematic activities.
Build and maintain effective relationships with suppliers and customers	<p>All relevant supplier and customer meetings take place in accordance with Meetings Terms of Reference and/or relevant contractual provisions, with evidence of agendas and minutes produced for each meeting.</p> <p>Minutes of meetings show effective commercial management of the contract, including:</p> <ul style="list-style-type: none"> • Prompt resolution of issues raised by the customer • Raising and resolution of supplier performance issues based on provided MI • Effective management of change control, with clear links between the initiated changes to customer needs and objectives, as well as to savings and continuous improvement initiatives • Good control of budgetary issues. <p>Contract Manager can provide examples of effective partnership working and assertive use of escalations within the relevant organisations, in accordance with the issues.</p>
Set up and manage performance monitoring systems for the managed contracts	KPI / SLA/ performance reports review structure is set for all new contracts including agreed format for reporting of key data by the supplier and setting up of internal monitoring arrangements.

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	<p>Minutes of meetings, issues logs and correspondence with contractor show effective management of under-performance by exception, as well as efficient use of customer feedback and intelligence to validate and challenge supplier's KPI and performance data.</p> <p>Evidence that performance data (MI) is used to incentivise performance, using contractual remedies available.</p>
Risk Management	Risk registers for relevant managed contracts are up to date, with effective mitigation strategies for controllable risks and contingency plans for risks outside Contract Manager's control.
Contingency and business continuity arrangements	<p>Up to date contingency and business continuity plans in place, agreed with the supplier and internal stakeholders.</p> <p>All relevant parties aware of their role in securing the quickest and most efficient alternative provision in case of supplier or provision failure.</p> <p>Contract Manager holds up to date market intelligence information regarding the suppliers financial standing and balance sheet and takes any downward trends into account when updating risk registers and contingency and business continuity plans.</p>
Change Control process is used affectively to drive savings and ailing contractual provision with the customer organisation's current needs and priorities	<p>Change control process in place, including customised Change control registers and change control forms for all managed contracts.</p> <p>Contract benefits are up to date and reflected in the updated contract.</p> <p>Contract changes requested by authorised stakeholders and end users are promptly reviewed, assessed and there agreed, actioned in accordance with the stages and timescales of the change control process agreed for each contract.</p>
Set up financial monitoring systems for the contract budget	<p>P2P process for the contract is aligned with contractual payment provisions and triggers.</p> <p>Budget monitoring systems are in place, evidencing that all payments are made on basis of contracted sums, with timely and effective control of any overspend and savings</p>
Benchmarking exercise conducted in a timely manner with relevant adjustments to contract price, where appropriate	<p>Benchmarking report produced in accordance with contractual/ agreed timescales by the relevant party, authorised by the Contract Manager.</p> <p>Outcomes of the benchmarking review have been analysed within contractual/ agreed deadlines.</p>

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	Outcomes of the benchmarking review are agreed with the customer and supplier and reflected in relevant adjustment to the contract price in all financial systems and monitoring tools.
Managed orderly exit from the contract	Contract exits taking place during the review period have been managed, with no unscheduled extensions and smooth transition to alternative provision, including transfer of all current contractor relevant knowledge and data to alternative provider and optimum use of market intelligence and contract lessons learned in the process of sourcing of alternative provision.