Public sector state owned enterprise

Back office finance teams e.g. accounts payable

Eliminating backlogs through building capability in capacity management and problem solving

FTE: 45 + FTE

"Perform has enabled my team and I to communicate efficiently on managing our day to day tasks."

"I see such a change in the team's mindset, they actively want to look at the processes."

"Through Perform everything has more of a purpose."

The challenge

Regulatory changes and other environmental factors were driving a substantial increase in demand for this organisation's services.

The team required immediate support to reduce significant backlogs and build capability to manage demand in an effective and sustainable way. The team also had key person risks and gaps in coverage of specific team knowledge.

Our approach

We used Perform, our Operational Excellence program to design an approach focused on enhancing staff empowerment, improving staff capability, equipping teams with the ability and drive to solve problems, prioritising demand effectively and spending time on what really matters. Over 12 weeks we:

Coached the team on **10 key principles of operational excellence** such as vision, KPIs and operating rhythm. This was achieved through interactive, formal training sessions and daily informal on-the-job training for quick and sustainable benefits.

Trained team members to facilitate problem solving sessions to empower staff to take action on problems that matter to them and help support a culture of continuous improvement and ownership.

Established **standards for key processes to reduce performance variation** and double handling and increase efficiency.

Implemented regular capacity management to give teams the methods and understanding behind effectively managing competing workloads and how to understand priorities more effectively.

Introduced daily stand ups, performance-based conversations that foster daily team connection, align priorities, and identify learnings from the previous day.

Improved reporting so that the teams were focused on the right success measures and could use the data to improve performance and make fact based decisions.

The results

Due to increased collaboration, ownership and not only an improvement in technical skills but also soft skills, results will continue to be seen. Within the 12 week delivery some measurable results include:

PRODUCTIVITY

45%
increase in productivity

BACKLOGS

27%
reduction in outstanding invoices

CAPABILITY

20%
increase in capability

CAPACITY

31%
increase in overall capacity