



CONFLICT, STABILITY AND SECURITY FUND (CSSF)

ITT 2315: FRAMEWORK RETENDER



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Question 1.3.3

"In no more than 1 page PDF please outline your approach to dealing with poor performance within your project team and supply chain."

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The Thomson Reuters Foundation (TRF) is the corporate foundation of Thomson Reuters (TR), and follows their core operational policies, standards, and procedures in all of its work. **Our approach to dealing with poor performance in project team and supply chain is proactive.** We monitor, identify and mitigate areas of poor performance throughout the entire project cycle.

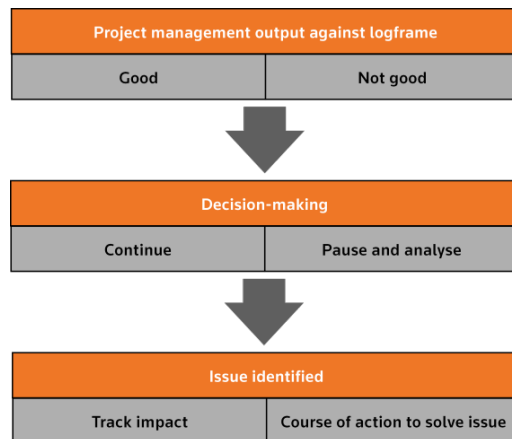
1. Monitoring Performance and Identifying Areas of Poor Performance

Each contract will be managed by a dedicated project manager, who will be supported by a more senior manager. The project manager will be responsible for day to day monitoring of the contract. Performance will be monitored and assessed at three levels including:

- Performance against agreed outputs, outcomes, and impact (as per an agreed logframe)
- Performance against agreed standards – internal and external codes, including Supplier Code of Conduct
- Performance against budget – suppliers, contractors, and other supply chain partners – including value for money assessment

Logframe indicator data will be collected, and assessed on a regular basis. Compliance with internal and external policies and procedures will be monitored in agreed ways, to agreed timetables. Internal financial systems will be used to regularly update financial expenditure reports, to allow for monitoring against budget. Where agreed, data on value for money indicators will be determined and assessed.

On a weekly basis, or more frequently if necessary, the project manager together with a more senior manager will hold a project review meeting where they will discuss contract and project management, and progress against agreed objectives. Performance issues will be discussed at these meetings, or as required, and remedial action identified (summarised to the right).



2. Managing Poor Performance and Escalation Procedures

Staff, consultants and other supply chain partners will be obliged to uphold the Supplier Code of Conduct, as well as [TR’s Supply Chain Ethical Code](#), and other policies as deemed fit. Poor performance will be managed in specific ways depending on where improvement is required.

2.1 Staff: Specific issues in relation to staff performance will be managed by a line manager in accordance with TR human resources policies. Where appropriate, staff performance issues will first be dealt with informally, through discussion with the staff member concerned, and with the provision of coaching, training, or other support as required. As necessary, employee’s objectives will be reviewed and revised. If an informal approach does not improve performance to a required level, then we would use a formal process. A detailed performance improvement plan would be drafted in consultation with the employee, and weekly meetings with the employee, their line manager, and a representation of TR’s human resources team would take place to review progress. Training, coaching, and other professional support will be offered to support performance improvement. If progress in performance is not sufficient after an appropriate amount of time, then formal written warnings will be given, and ultimately, if performance continues not to improve as required, then the employee will be dismissed.

2.2 Consultants: Any consultant employed on a project will have signed a contract which specifies what outputs are required and by when (as set out in a work statement). All contracts allow for termination if the consultant materially breaches the contract in a way which is not capable of remedy, or after 30 days, when defects have not been remedied. However, where appropriate, we would first choose to discuss informally with a consultant any deficit in performance, the required level of performance, and agree what needs to be done to achieve this. If this informal approach does not work, then we will use the formal process as detailed in their contract. Where necessary, we would also dispute and not pay for services that are not of an acceptable quality, and terminate a contract when necessary.

2.3 Other Supply Chain Partners: Any other supplier contract will also clearly detail the required outputs. Poor performance will first be raised informally, and we will provide the partner advice on the performance issue, and what the required standard is. If an informal approach does not work, formal procedures will be implemented, detailing how and when performance must be improved. If the supply chain partner continues to under-perform after this, their contract will be terminated.

3. Building Capacity to Better Ensure Performance.

Staff have access to an extensive range of training resources through TR, both online and face-to-face. We provide training to consultants as required, including training of trainers courses. When we identify a significant risk in our supply chain partners’ policies, systems or procedures (especially when the partner is a local community based group), we offer advice, training, and coaching to improve these to the level required by the contract. We also provide financial reporting templates for suppliers to facilitate financial reporting.

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