

### **[2.13.1] Performance Management**

Please detail how you will manage the performance of this provision in line with your offer and Section 5 of the Specification.

Your response should:

- Clearly explain how you will accurately track participants within each cohort so that you can clearly articulate at any given time where these participants are in your participant journey towards achievement of short and sustained job outcomes
- Describe how you will proactively manage the achievement of performance levels including the frequency and level of detail of monitoring activity and trend analysis
- Identify how you will act on any findings including how you will develop and implement effective solutions to correct failures to meet performance levels in a timely manner and ensure that it does not re-occur
- Clearly describe how you will manage the performance of any subcontractors
- Explain how you will proactively engage with DWP to notify us of any issues and remedial actions rather than waiting for scheduled review meetings

**Insert your response in the pre-set, shaded space on the following pages.  
Your response MUST be limited to 2 sides of A4.**

The performance and quality of our contract delivery are critical success measures at MAXIMUS. We apply our robust performance management processes across all operations to ensure contracts are high performing. The success of our processes is evidenced in our results and our proven track record across the region. We are the top performing REDACTED Prime Contractor in REDACTED, REDACTED and REDACTED region and nationally, the top performing REDACTED provider for Employment Support Allowance cohort (a SEMLEP priority group) demonstrating our ability to effectively support very hard to reach customers into work. We will implement these same established, effective performance management processes, tailoring them to this ESF provision to ensure we deliver a high quality, top performing contract.

**Tracking Participants and Identifying Progress:** Our proprietary case management system REDACTED is designed to capture and store all participant data. Readily configurable for ESF contract data points, it allows our Work Advisors (WAs) to **track all participants within each cohort** on their caseload; and our Quality & Compliance (QC) and Management Information (MI) teams to run tracking and other performance reports (listed below). We can see at which phase of the *ATTRACT>ASSESS>ACT>ACHIEVE* journey each participant or selected cohort is on at any given time. Activities are matched to progress: for example, WAs can schedule a mock interview when reporting shows a participant approaching interview stage. The Exception based reporting suite may highlight to our Contract Manager (CM) any participants who have started on provision without an Action Plan (AP).

**MAXIMUS Performance Management: Proven and Transferable Processes:**

Robust and timely MI reports underpin our performance management approach. All contractual and internal Key Performance Indicators (KPIs) are measured and reported on at a regional, site, and individual WA level. For ESF this will include but not limited to: REDACTED. We follow a four-stage approach to performance management based on this MI, which allows us to REDACTED:

- REDACTED – Our REDACTED *Dashboard* displays performance to all our staff and Supply Chain Partners (SCPs), “RAG” rating site and regional level KPIs against targets;
- REDACTED – REDACTED calls (CM to Operations Director and Supply Chain Director) to monitor progress, update on operations and targets, flag urgent changes or risks;
- REDACTED – REDACTED Management Reports (REDACTED s) review performance, quality, compliance and operations of all sites. REDACTED s are reviewed face-to-face by the Operations Director and include an in depth review of: AP activity and progress with audit and continuous improvement action; risk management and staff changes.
- REDACTED – CMs present a strategic overview of the service delivery approach to the Senior Leadership Team (SLT). This reviews performance alongside audit and quality, risk, and business and policy plans for previous and upcoming REDACTED. Our four-stage performance management cycle is enhanced by our wider review of the quality and performance of contract overall. Our MI and QC teams present a REDACTED that highlight key operational patterns and/or inconsistencies to the SLT. Overall performance against target, sustainment, extrapolation and REDACTED forecasts reviews ensure processes are effective and performance is on track. Data and trend analytics allow for a proactive approach to risk management, identifying potential issues before they arise. Our REDACTED, made up of local stakeholders (eg: Local Authorities, Rural Community Councils, Jobcentre

Plus) will be presented with REDACTED performance reports to review contract progress.

**Acting on Findings** – Our robust performance management processes and trend analysis practices are designed so that **interventions are timely** and effectively positioned. We have developed **Performance Improvement Plans (PIPs)** to address performance. These are implemented at WA and CM level, triggered by a consistent failure to meet targets or a drop below REDACTED% of target across a REDACTED. PIPs offer an **effective solution** to address underperformance by uncovering the reasons for not meeting target and methods to overcoming this challenge, such as REDACTED. To address wider issues that affect the business overall, the SLT develop and trial systemic changes based on findings from trend analysis. For example, we launched a REDACTED Taskforce for REDACTED in REDACTED to address under performance resulting in an uplift of REDACTED%.

**Performance Management of Subcontractors** – MAXIMUS robust SCP selection process ensures the achievement of performance throughout the SEMLEP delivery network. Reporting to our Supply Chain Director on all SCP delivery, the CM is responsible for subcontracted performance and quality. SCPs are supported through the performance monitoring and review cycle; quality is evidenced by QC observation and feedback REDACTED. These activities identify where SCPs might benefit from additional support e.g. we have delivered data security and customer service training to a number of our REDACTED SCPs. A REDACTED SCP forum chaired by the CM brings together SCPs to build regional relationships and facilitate knowledge transfer. SCPs will take an active role, showcasing best practice that may be adopted across all SCPs. For the first REDACTED of new contract delivery, we will offer deployment of high performing staff, REDACTED to our SCPs to offer a range of support in response to need. Our REDACTED risk-rating system identifies and prioritises high-risk SCPs for additional support: a **PIP**, REDACTED, or a REDACTED. PIPs will determine reasons for, and address, under performance. They entail minimum REDACTED reviews, and increased monitoring until performance improves. For example, in the REDACTED we placed a SCP on a PIP following a period of underachievement against job outcomes; we worked with them to implement performance improvements and after REDACTED they achieved over REDACTED % of target. During the PIP process, a menu of support will be available e.g. training on staff appraisals or in-work support. Where required we conduct a full REDACTED comprising a performance audit, SCP self-assessment, participant and staff feedback, and observations. A **Priority CM visit** provides a rapid response where the CM works in a SCP site to directly support the team. Our approach is praised in our 2014 Merlin Report: “Many [SCPs]... describe additional support and a partnership approach taken...to improve performance all round”. We aim to support SCPs to improve; however continued underperformance can lead to reduced referrals or replacement through our Preferred Provider Framework.

**Proactive Engagement with DWP:** Through our REDACTED delivery, we have built strong relationships with DWP at a national and regional level which will continue for ESF delivery. We take proactive steps to go beyond the scheduled review meetings, which take place within sites. Our Programme Director meets with DWP’s Supplier Manager REDACTED to discuss performance across all contracts. Our CM and Quality teams communicate openly and frequently with their DWP counterparts. We **notify DWP of any issues and remedial actions** through an immediate call or email directly to the DWP manager, ensuring prompt resolution

and no adverse impact on performance. We discuss scenarios and outcomes, sharing data at all points. In addition we engage with DWP Commercial and Policy Teams and welcome discussions on pilots and/or planning for future opportunities.