



COMMUNITY HOUSING PROVIDERS SPECIAL INTEREST BULLETIN



“We’re all in the customer service business. Our goal must be to exceed our customers’ expectations every day.” Dave Thomas, founder of Wendy’s

Welcome to the first Special Interest Bulletin for community housing providers. We intend to make this a regular publication featuring topics related to your sector. Our goal with each bulletin is to spark your thinking, and connect you with ideas and content that will directly impact your organisation’s effectiveness and efficiency, and help you to better service your customers. **In this edition, we talk about lifting your organisational capability to create an exceptional customer experience.**

The 2017 Australian Management Capability Index (AMCI) shows that not-for-profit CEOs and managers continue to rate their organisations as being less competent in the area of organisational capability.

Management Capability Category	2017 AMCI Results (out of a potential rating of 100)
Visionary and strategic leadership	67.2
Performance leadership	73.6
People leadership	67.7
Financial management	79.0
Organisational capability	67.5
Application of technology and knowledge	71.0
External relationships	80.0
Innovation - products and services	66.1
Integrity and corporate governance	85.6
Results and comparative performance	72.4

AMCI is conducted annually by the Australian Institute of Management. It provides a benchmark, which business leaders can use to assess and track performance against a series of key categories of management capability.

Being ‘good’ is no longer enough

The community housing industry continues to undergo significant growth and diversification, coupled with ongoing housing demand pressures and supply issues. In this rapidly changing environment, providers face the challenge of effectively delivering quality services to all their customers, while managing operational costs. **The way you operate must move with the times and change too.**

Are you capable of consistently providing a great experience to all your applicants, tenants and stakeholders?

Organisational capability is the ability to manage resources (employees, processes, systems and structures) to consistently meet customer expectations and deliver business outcomes.

It remains in the top priorities of organisations in order to deliver quality services to all their customers.

What are the signs of poor organisational capability?

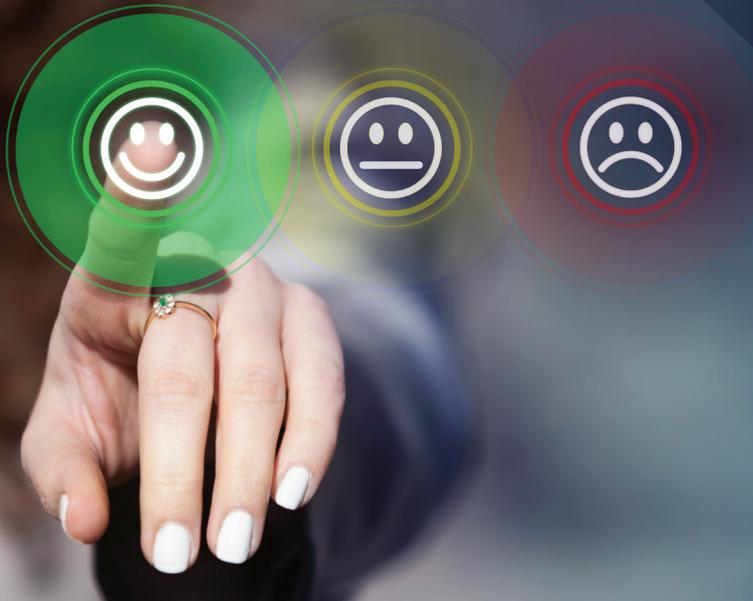
Answer these questions to assess your organisational capability:

- > Is your work visible across all levels of the organisation?
- > Is work planned with defined targets and priorities?
- > Do your people know what is specifically expected of them and what the priorities are every day?
- > Do you know how you are performing against plan/target? Can you articulate

this based on factual data with clarity and certainty?

- > Do you meet your customer service standards but often ‘scramble’ to do so?
- > Are you constantly in ‘fire fighting’ mode? Do you identify issues right away so you can take remedial actions quickly or do you find out about them too late?
- > Do you understand the root causes of your issues?
- > Is there ownership of and accountability for results?
- > Are there consistent levels of communication with and engagement of your people, which are focused on the work and performance?

Every question you answered ‘no’ to is an opportunity to lift your current performance.



How do you lift your organisational capability?

Lifting organisational capability requires good management and people practices. What works?

- > Define what good looks like in terms of performance standards for quality, service and efficiency.
- > Determine a mechanism to plan the work to ensure available capacity is fully allocated to priorities.
- > Use visual management tools to make work visible across the team and all management levels so there is alignment and a common understanding of progress and performance.
- > Establish systematic reviews of operational performance across all management levels – regular frequency and at shorter intervals.
- > Set a routine for managers to regularly check-in with their people regarding the work on hand. This occurs at the same time every day/ week, involving a discussion about what work has been completed and what is still left to do. Most importantly, it provides ‘real time’ coaching and support to ensure the team achieves the plan.
- > Provide a clear structure to a manager’s role to ensure they understand what they need to do, when they need to do it and the management behaviours required to effectively manage the work and their people.
- > Build management capability by equipping managers with leadership skills, and the ability to plan and evaluate performance.

Good management and people practices lead to improved service delivery and quality customer outcomes

Would you want to be able to say that you are able to achieve all these outcomes?

- > Reduced the average turnaround time for applications to consistently meet benchmark target.
- > Exceeded your target tenant home visits/ property inspections, and ensure they meet the required standards in terms of timeframes, volume and quality.
- > Have a structured approach to arrears management resulting in rent arrears trending down and the number of tenants with increasing arrears reduced.
- > Have a means to effectively track the status of vacant properties across departments to better coordinate activities, and ensure the average length of vacancies meets benchmark target.
- > Increased your tenant satisfaction rating with their maintenance experience.
- > Identified capacity within and across teams, enabling workload to be shared amongst existing resources to complete priority activities.
- > Improved work processes by identifying training gaps and clarifying responsibilities, thereby eliminating rework and errors.

We expect you’ll answer positively to some or many of these practices and outcomes. Your responsibility to your customers is to answer positively to all of them and to be able to do so consistently.

“ Our team have achieved or are on track to achieve their property inspections KPI target.

By planning our inspections each week, monitoring and reviewing progress, and routinely updating the status on our system we are able to ensure our inspections are completed to the right quality and timeframe. We know what has been completed, what has not and the reasons why, and what needs to be rescheduled and when.

This is the best position we have ever been in for this time of the year!

It means we do not have to scramble in the weeks leading up to June to meet our target. It also means we have the ability to direct our efforts to other priorities and activities such as actioning our non-rent arrears.

It is a great achievement for our teams and fantastic outcome for our tenants in terms of the care and service we are providing them.”

Housing Management Team Leader



Learn more about how the **business improvement services** offered by Coxswain Alliance can help you lift the performance of your team and your organisation.

contactus@coxswainalliance.com
www.coxswainalliance.com

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