

Siren understands that poor performance can result from inadequate procedures, policies, guidance, capability, motivation and management controls. To mitigate this, Siren has processes related to onboarding, performance reviews and feedback, consistent and transparent record keeping and a comprehensive Human Resources Manual.

Managing staff and project performance

Siren has robust governance structures and processes in place to monitor and manage performance amongst its project staff, in line with human resources best practice. Siren believes that ensuring optimal performance begins with setting appropriate job descriptions and in thorough project design. In the project design phase, Siren identifies the expertise, roles and responsibilities required across the project team, developing profiles for each project team member, detailing the responsibilities, authorities, and capabilities required of each individual. These profiles are used to recruit highly relevant staff, then developed into more detailed Terms of Reference, along with key performance indicators that enable us to track staff performance at an individual level.

We monitor project performance in accordance with the logframe and project delivery plan developed at the design phase. During project implementation, staff performance and project delivery is managed through a clear governance structure, headed by Siren's Board of Directors, who serve as the strategic programme board focussing on outputs and outcomes, as well as on overall expenditure. A Senior Responsible Officer (SRO) has operational control of each project and plans and authorises expenditure against the activities and outputs detailed in the project delivery plan, assisted by Siren's support staff who provide finance, HR, logistics, procurement and other operational capacity. The SRO in turn manages the work of the project team, who plan and execute activities in compliance with the project implementation plan and their individual terms of reference. Each layer of governance meets periodically (weekly, monthly, quarterly and annually). Project performance review sessions are held to compare actual results with planned results detailed in the project delivery plan and individual performance is reviewed through written and oral appraisals judged against individual terms of reference. These processes identify any issues or problems with both programme staff and project delivery, enabling managers to take necessary corrective actions relating to poor performance - both within future programme delivery or within the company's processes as a whole. Poor performance is thus identified objectively against agreed performance indicators.

Once the cause of poor individual or project performance has been identified, swift remedies are proposed in terms of resources, training, changes to roles and responsibilities, or reassignment of personnel. If managers identify recurring poor performance, the individual concerned will be advised by a dedicated HR lead of performance concerns, involved in solution finding, and mentored where possible. Where remedial action does not improve performance, a verbal warning, followed by a written warning, will be issued. Contracts will be terminated if necessary, in accordance with the Siren HR Manual. Records are kept of all performance and appraisal meetings and decisions communicated to all stakeholders in a timely and transparent manner. In the past, we have released several technically skilled Short Term Experts in Jordan whose poor performance resulted from an inability to adapt to the cultural context despite support and mentoring. Consequently, we developed a Siren pre-deployment training to address the gap between technical expertise and effective transference of skills in different cultural contexts.

Managing supply chain performance

Siren's Subcontractor Management Plan mitigates the risk of subcontractor failure. The plan outlines the relationship between Siren and the project subcontractors and the methods by which Siren will assure the production of quality contractual deliverables from each of its subcontractors. Performance management begins when the specification and quantity of external services are identified during the project design and planning phases. Siren's procurement system ensures that only suppliers with a proven track record of capacity and capability are invited to tender for the supply of goods and services. Contracts for external suppliers provide specific and measurable performance criteria, and payment schedules are linked to outputs in order to provide maximum control, whilst minimising the risk of supplier default or poor performance, in terms of quality, quantity or time. Siren appoints a Contract Manager for each project, who conducts daily, weekly and monthly coordination with suppliers and subcontractors. Siren will follow due legal process in the event of a dispute with a supplier, and advise HMG swiftly should such a circumstance arise. Siren will act in all disputes to safeguard HMG's reputation and ensure value for money.