

11 Scaling our team up and down in response to project requirements

11.1 Coffey is well equipped to handle uplifts, downsizing and team changes

We are aware that contextual changes to the programme, such as a shift in the security situation, may require Coffey to rapidly ramp-up or scale down project tasks. Equally, the donors' needs may change, and the natural evolution of the AJACS project may require as yet un-prescribed inputs from our team. Coffey are equipped to handle both uplifts and downsizing of the team at short notice. We will maintain a continuously flexible and responsive approach to the authorities' requirements and ensure momentum on the project is not lost.

11.1.1 AJACS' team can be rapidly uplifted with appropriate personnel at short notice

Our existing resource base ensures we can cope with the demand of rapidly expanding the team if need be. Coffey has access to over 13,000 development professionals through our candidate database and a team of dedicated recruiters to facilitate change. We also have far-reaching networks within the Syrian employment market through relationships forged via Coffey's previous work in Syria and through our local implementing partners.

Having worked on many programmes in FCAS contexts, particularly in the Middle East, we have built up a large pool of highly-qualified advisers, available to quickly deploy to projects. Many of these professionals are HEAT trained and security cleared.

We have an impressive track record of deploying our consultants quickly for HMG projects. Our standard response time is 10 days and we have delivered this on numerous projects as managers of DFID's Professional Evidence and Applied Knowledge Services (PEAKS) framework.

Our tested induction and knowledge management systems also ensure that new personnel are not only put on the ground rapidly, but are able to contribute to project delivery as fast as possible. Our consultants are thoroughly briefed, equipped with Coffey email addresses and given access to the project's SharePoint so they are able to quickly grasp the scope of a project.

Case study: Rapid responses to client requirements

- When our Strategic Support to the Ministry of Interior (SSMI) project in Afghanistan required re-staffing, Coffey quickly filled five output leads with high-quality advisers, including a team leader position, and provided extensive inductions and hand overs to ensure project delivery was minimally affected.
- Our ten person design team for the Northern Uganda Peace and recovery programme deployed to Uganda within 10 days of initial interest from DFID.
- In the immediate aftermath of the invasion of Iraq, Coffey deployed over 15 advisers to all four southern Provinces, establishing operational bases in remote locations.
- In March 2014 Coffey contracted and deployed two key personnel to support DFID's Ukraine coping mission within one week of being notified.

We are committed to sourcing the very best people and undertake all necessary due diligence on local and international consultants. We guarantee that all our consultants are: experienced in delivering tangible results to an international donor; demonstrably compliant, familiar with programme requirements and not subject to on-going investigation or prior convictions; and with no major political bias.

11.1.2 AJACS' team can be downsized in accordance with the needs of the project

We are aware that different work streams on this project may need to be downsized in the face of changing contextual realities. Our consultants will be employed on rolling contracts, allowing us maximum flexibility to respond to project requirements.

We expect that our consultants will not simply 'deliver against the ToR' but will surpass our client's expectations, demonstrating our technical and programmatic ability beyond that of other service providers. We take firm action on poor performance, there is no place for underperformance on a Coffey managed project and we enforce this robustly. Regular appraisals ensure our project management team can keep on top of the quality of our consultant's work. Where there are issues, we address them directly with support if necessary. This ensures our

staff consistently deliver excellent quality work that meets the needs of the project. Where they do not, we are able to deal with this quickly and professionally.

Where changes occur, our knowledge management systems ensure that a consultant's departure does not result in the loss of institutional knowledge or contacts. All team members are required to submit weekly reports on progress, to save their work on a central drive and to maintain a programme contacts register. This means that loss of data is minimised and the rest of the team or a replacement candidate can pick up relatively easily as required. Coffey email addresses are also supplied to all consultants, so final payments to contractors are linked to an orderly handover and transfer of knowledge to their successor, if applicable.

Should the project office be moved or downsized, the above processes will ensure momentum is not lost. The project SharePoint site and Coffey webmail can be accessed remotely from any location with internet access. Our in house project management team will maintain the team meeting schedule and will ensure continued progress is made where possible.

11.2 Maintaining continuity through sickness, leave and emergency cover

To reduce the disruption to project delivery that staff leave can cause, we de-conflict leave breaks as far as reasonably possible, ensuring we have consultants on the ground at all times. In the event of sick leave or emergency cover, we are able to reduce the risk to the project through the use of in-house expertise and supplementary support from our partners. At Coffey, we have technical knowledge of the Syrian context in house and can backstop any gaps until the consultant is able to return, or we are able to mobilise a replacement.

As part of our recruitment process we have also identified contingency candidates who are committed to stepping in if necessary, all of whom also hold extensive experience working in the relevant sectors and many of whom have wide Syrian and regional experience.

11.3 Ensuring engagement

Where the needs of the programme allow, retention of key staff will be essential to the success of AJACS. We work to ensure the capacity, enthusiasm and loyalty our advisers by:

- **Engaging closely with the individuals** in our pool by hosting **consultant support and networking sessions**, enabling like-minded advisers to meet and discuss issues of technical or operational concern.
- **Investing in the training and personal development of our advisers**, for example, by placing them on HEAT training, providing leadership training and other relevant training courses offered by Coffey.
- **Providing advisers with technical backstopping and a sounding board for ideas.** Our in house staff includes experts across all technical areas of focus. Consultants deployed to AJACS will have the full support of Coffey staff in addressing technical challenges or issues.
- **Providing a suite of training products and development tools.** We have developed several tools to aid in the delivery of programmes. Our Scaling Up methodology, our Institutional Development Framework and Our Managing Policy Change tools will all be of enormous value to the AJACS team.

In our recent consultant survey, conducted annually, many of our long serving team members commented that this support – particularly our in house technical engagement – was crucial to their contentment with our programmes. When facing difficult issues, they know that Coffey has someone on staff with the skills and expertise to support them. On-going contact and investment in personnel development has been pivotal to retaining the loyalty of many of our best advisers and is a key part of our management strategy.