



## CASE STUDY

### Strategic and Performance Management

#### Assuring Quality and Monitoring Performance for a Large Government Contractor

“Issues will arise. Can we catch them before they become problems?”

**“To assure quality you need to ask the right questions of the right people... and take the right action with the answers you receive. The Hagerty solution proactively identifies and corrects problems quickly, making continuous improvement an everyday function.”**

A Fortune 500 company won a five-year, \$100 million technical assistance contract with the government. As part of the contract, the company agreed to develop a contract-specific quality control plan to monitor the quality of its work products and the performance of its personnel and subcontractors. If the plan worked well, the company could apply it to other projects.

The company chose to outsource the development of the plan to a firm with a fresh perspective and a consistent reputation for excellent work—a firm that practiced what it preached when it came to quality and high performance. The company chose Hagerty.

#### The Turning Point.

After a quick assessment of the contract’s requirements, Hagerty professionals realized that they would need to develop a flexible and scalable system that had the ability to monitor the performance of individual project members as well as the project overall. As a company, Hagerty considers quality assurance, performance assessments, and mentoring to be top priorities; Hagerty senior executives, including the firm’s founder, were directly involved in establishing these internal firm processes.

However, Hagerty professionals realized that this hands-on, personal, intensive approach was not appropriate for the client’s culture and environment. Instead, Hagerty developed a solution that used standardized assessment tools, technology, and targeted senior-level involvement to assure quality for a project that involved hundreds of employees and potentially hundreds of client deliverables.

The Hagerty solution included:

- Standardized assessment forms and a template so that results could be compared and analyzed
- A risk-based approach that focused more attention on individuals, teams, and divisions that exhibited weakness on initial reviews
- Solicitation of input from clients and other contractors who worked directly with the staff
- Implementation of specific measures, from counseling and mentoring underperforming staff to process redesign, that would correct problems that had been identified during the assessment process

#### A Successful Journey. A Welcome Destination.

Hagerty developed a quality control plan that offered an efficient, holistic, and relatively cost-effective approach to monitoring performance and controlling quality. The government put renewal of the contract, now valued at \$200 million, up for bid a year after the client implemented the Hagerty quality control plan. In the bidding process, the client was rated number one technically among all contractors, including two other incumbents who were competing for renewal of the contract.



**“A well-run organization constantly charts its course, sets its expectations, monitors its performance, and makes mid-course corrections.”**

## CAPABILITY

### Strategic and Performance Management

#### The Questions

- Does your organization have a clear definition of success? Are you measuring the right targets? Are you measuring them in the right ways?
- Do you have a clear one-year, three-year, and five-year plan? Does each plan align with your mission, values, and goals?
- Are you looking for a system to measure progress, identify problems, and fix them?

#### The Facts

You're held accountable—by the public, the Government Accountability Office, your supervisors. You need to produce results. But do you have a clear plan for producing them? Do you even know how well you're doing? Whether you're a government contractor or a manager in the public sector, improving performance and measuring progress are crucial to your job. You need a partner who has the perspective, experience, and demonstrated ability to help you do exactly that.

Hagerty's team of experienced strategic planners, managers, and technology experts are ready to help you define what success means to your organization and gauge your progress toward your goals. We've done it successfully for some of the largest, most complex federal agencies and government contractors.

#### What Gets Measured Gets Done

Hagerty will work with you and your staff to develop and implement a strategic and performance management plan that will help you:

- Identify achievable and measurable goals that align with your mandate and mission
- Develop meaningful and effective performance metrics to gauge your progress
- Develop effective strategies and initiatives to help you achieve your goals
- Establish systems to measure performance of individual employees, managers, and teams; highlight weaknesses; and target areas that need improvement
- Develop management dashboards and other data reporting systems that will deliver critical, targeted performance data to you, your superiors, and your constituents
- Assess your current budget and programs to determine if they align with your goals, and if not, develop a plan to correct them

Once you understand what drives performance, you can redirect your organization and allocate resources to reach your goals.

#### Hagerty professionals have provided Strategic and Performance Management services to many clients, including:

Department of the Interior  
Department of State  
Federal Emergency Management Agency  
National Aeronautics and Space Administration  
U.S. Forest Service