

FUNDAMENTALS IN WRITING SCOPES & KPIs

2-Day Training Course: The Guide to Designing Best Practice Scopes & Key Performance Indicators

This intensive course takes you through the high-level issues and solutions down to the detailed ones, with practical application, so that quotations are accurate, differing interpretations are few, management can be efficient, and performance is driven to the right result.

7-8 April 2020 • Singapore | 6-7 October 2020 • Singapore



informa
corporate learning

**Our Expert
Course
Instructor**



Dr Sara Cullen

With over 30 years of experience, Dr Cullen is a contracts expert having negotiated over \$18 billion of contracts in various industries in Australia and globally. Sara has trained over 6300 professionals worldwide and published 19 books and 126 papers.

Key Learning Objectives

- ▶ Appreciate why the scope is the most important part of the contract
- ▶ Gain practical experience writing each part of a scope through worked examples – paying close attention to appropriate structure, clear responsibilities and the right language
- ▶ Learn how to write up KPIs that will work in practice
- ▶ Explore the financial and non-financial means to drive KPIs
- ▶ Identify how to critique any scope and KPI, and fix it
- ▶ Critique and improve one of your own scopes and KPIs throughout the course
- ▶ Have your scope and KPIs reviewed for good practice and obtain feedback



This course is a core unit in the Contract Management Professional Certification.



Informa Corporate Learning is an IACCM Learning Partner.



Use this course to help fulfil your Continuing Professional Development (CPD) educational requirements to retain your professional status.

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ABOUT THE COURSE

The scope is one of, if not, the most important documents to form and manage contracts. If it is vague, difficult to use, or overly complex (or overly simplistic), its value is severely compromised – for both parties to a contract.

This course takes you through the high-level issues and solutions down to the detailed ones. First, we examine a dispute to assess the role of the scope and KPIs in allowing two parties to form two completely different views.

We then dedicate a significant portion the course to writing a scope, and related KPIs, that are clear and dispute-proof. We pay close attention to ensuring appropriate structure, clear responsibilities, and the right language. The financial and non-financial means to drive good performance are explored in detail.

Throughout the two days, there are numerous examples of good and bad practice that we compare. By the end of the course, you'll be able to pass or fail scopes and KPIs in seconds.

Note: You must bring in a scope and KPI that you have written, need to review, or need to manage. We exchange these in the class and analyse them so that you have a much-improved one for the future.

WHO WILL BENEFIT

An elective in our contract management CMP series, this practical course is designed to benefit professionals who are responsible for developing or reviewing scopes, SoWs, specifications, and SLAs along with the related performance measures.

Subject matter experts, such as Engineers and technical people, and category managers/specialists will particularly benefit from this program. It has also been popular with members of the legal fraternity who are expanding their contribution beyond the contract terms and conditions.

EXPERT COURSE INSTRUCTOR



Dr Sara Cullen

Sara is the Founder and Managing Director of The Cullen Group, a specialist organisation offering consulting, training, and publications regarding commercial agreements. She is also a Fellow at the University of Melbourne and an Associate at the

London School of Economics. Previously she was a National Partner at Deloitte in Australia.

Dr. Cullen specialises in the design, negotiation, and management of commercial agreements. She has consulted to 149 commercial and government sector organisations, spanning 51 countries, in comprising \$18 billion in contract value. She has facilitated contracts in a large variety of organisational areas including call centres, claims mgmt, construction, facilities mgmt, finance, food services, HR, logistics, IT, maintenance, recreational services, sales, and security. She has designed partnering arrangements, franchise-type agreements, shared risk/reward structures and incentive programs as well as traditional arrangements.

Dr. Cullen is a widely published author. She has written 19 books and 126 best practice and research publications. She has been featured in such publications as the Australian Financial Review, BRW, the Bulletin, Directions in Government, European Journal of Information Systems, Information Economics Journal, Insurance Directions, Oxford Handbook, Outlook India, and Strategic Asset Management. Her expertise is globally recognised and she performs peer reviews regarding outsourcing research for the Harvard Business Review, California Management Review, and IEEE Transactions on Engineering Management. Dr. Cullen lectures at many universities including Melbourne, Monash, Swinburne, QUT, RMIT, Seoul and the Australian Defence Force Academy.

Dr. Cullen earned her PhD in the area of contracting from the University of Melbourne, she was awarded a Masters of Management from Melbourne Business School, and obtained a BSc in accounting from St. Cloud State University (US). She is also a Chartered Accountant (US), and a Certified Mediator.

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2-Day Course Outline

Understanding the importance of the scope

- Statistics from the field
- The specification's role in the contract
- Understanding the lifecycle and bargaining power – shortcuts are playing with fire

🕒 Exercise:

- You decide this dispute (about a scope and the KPIs)

Drafting the scope

- The importance of words – why they matter, getting rid of 'weasel words' / ambiguity
- Responsibility Matrix – know who is to do what
- Glossary (reserved words / defined terms)
- Scope writing – avoid misinterpretations and make it easy to use

Scope exercises

- Warm up – a bit of practice
- Banned words and a word hunt
- Responsibility table – case work
- Glossary definitions – case work
- Detailed work specifications – case work

Performance specifications (KPIs)

- Brief overview of the Contract Scorecard – a holistic view of performance
- Performance measures – how you will measure success and failure
- Recourse / reward schemes – what you will do about good / bad KPI performance

KPI exercises

- Assess a KPI – case work
- Prepare good KPIs – case work
- KPI recourse / reward schemes you've seen
- Prepare a KPI scheme that will work – case work

Apply what you've learnt – assess each other's specifications

🕒 Exercise:

- Apply what you've learnt – assess each other's scope s and KPIs (note: bring one of yours in). Does it pass good practice?

Wrap up and evaluation

WHAT OUR CLIENTS SAY

"The group discussions were relevant and very interesting. Appreciate the extra reading material -was very valuable. I now have the confidence to ask the relevant questions."

Principal Procurement Officer, **Public Safety Business Agency**

"Very interesting insights. Fantastic presentation. Great practical commercially focused course."

Legal, **Monash University**

"Trainer was very engaging, informative and friendly. She made us feel comfortable to ask questions."

Category Analyst, **Work Safe**

"Excellent understanding of content and very engaging."

Senior Consultant, **Downer**



Would You Like To Run This Course On-Site?

Informa Corporate Learning: On-site & Customised Training

If you have **8+** interested people, an onsite course can be an ideal solution. Speak with **Anton Long** or **Holly Baldwin** on

+65 6508 2897 to discuss your customised learning solution, or email sgtraining@informa.com

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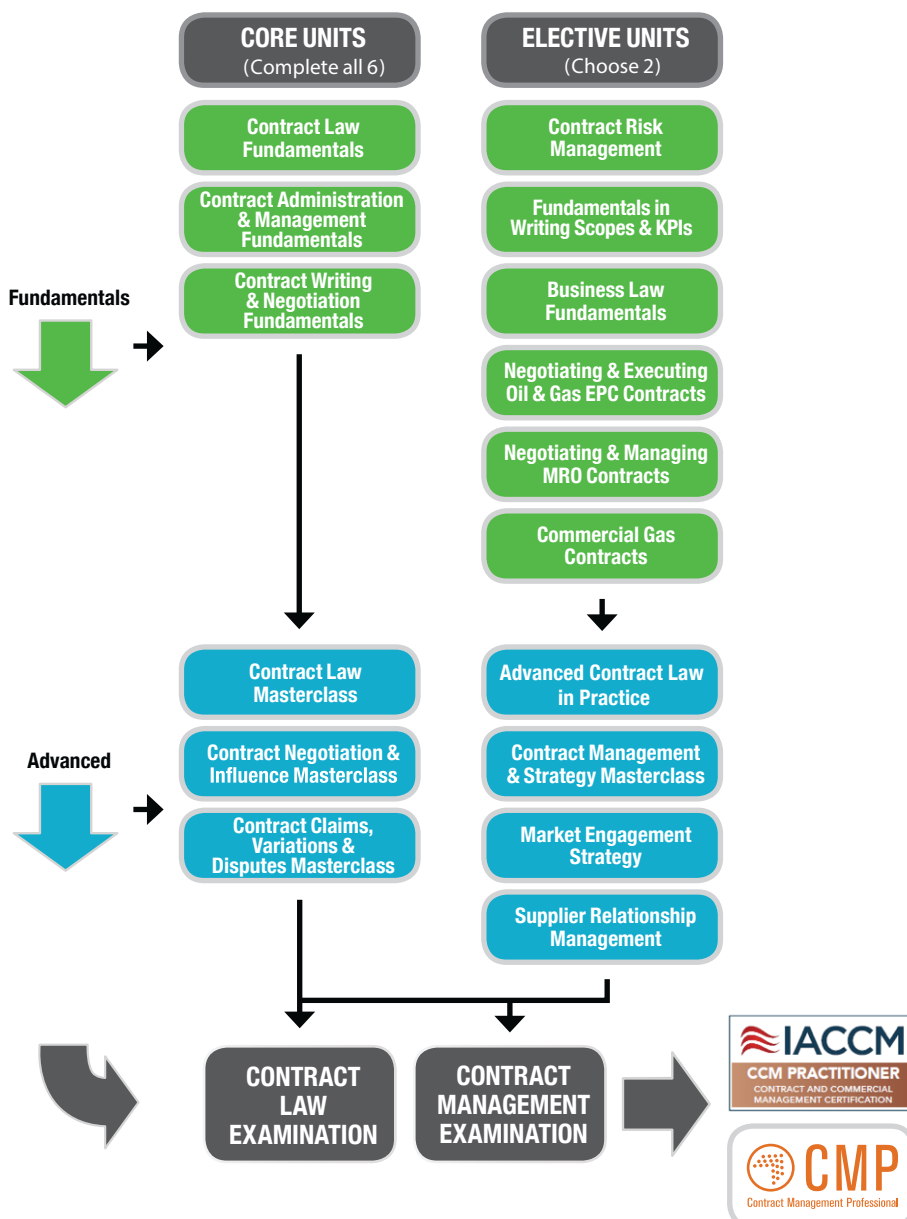
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THE CMP CERTIFICATION FRAMEWORK

The CMP provides a robust method of up-skilling and recognising an individual's expertise and experience in contract management and procurement. Our combination of in-class teaching, facilitation, knowledge based testing and workplace evidence based examinations has been carefully crafted to not only teach knowledge and skills, but to also demonstrate how individuals can apply their knowledge to work based situations. This Certification is recognised by IIBT and IACCM.

Contact us to see how we can help you:

Visit www.informaconnect.com.sg/training, email sgtraining@informa.com or phone **+65 6508 2896**



Informa Corporate Learning is a Learning Partner of the International Association for Contract and Commercial Management (IACCM), which promotes the international standards and practices for defining and managing trading relationships.

ABOUT IIBT



The International Institute of Business & Technology Aust (IIBT) is a highly respected,

Government approved, Australian provider of higher education and VET programs. Their suite of programs includes a University level **Diploma of Business Administration**, equivalent to the first year of a business related undergraduate degree at Australian Universities. www.iibt.wa.edu.au

THE IIBT / INFORMA CORPORATE LEARNING ALLIANCE

IIBT and Informa Corporate Learning joined together to provide a pathway for those who complete Informa's CMP at the Master level. All CMP Masters will receive Recognised Prior Learning (RPL): 2 units of credit in the 12 month, Higher Education, University level Diploma of Business Administration.

- Business Law (BL101)
- Management in Organisations (MGT101)

***This is a Higher Education Diploma equivalent to first year university NOT a Vocational Education Diploma.**

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4 Easy Ways to Register

- 1 Telephone**
Customer Service Hotline +65 6508 2896
- 2 Email**
sgtraining@informa.com
- 3 Fax**
+65 6508 2407
- 4 Web**
www.informaconnect.com.sg/writingscopes

Fundamentals in Writing Scopes & KPIs

Course Codes	Location	Course Dates	Early Bird Rate Register & Pay on or before 28 Feb 20 28 Aug 20	Standard Price Register & Pay after 28 Feb 20 28 Aug 20	4+ Dels Discount
P20GL07SG	Singapore	7-8 Apr 20	SGD \$2,695 (SAVE SGD 300)	SGD 2,995	SGD \$2,416
P20GL07SG02	Singapore	6-7 Oct 20	SGD \$2,695 (SAVE SGD 300)	SGD 2,995	SGD \$2,416

A 7% Goods & Services Tax (GST) is applicable to all Singapore based companies for Singapore venue.

Delegate 1 Details Name: Dr/Mr/Ms _____ Job Title: _____ Department _____ Tel: _____ Mobile No.: _____ Email: _____	Delegate 2 Details Name: Dr/Mr/Ms _____ Job Title: _____ Department _____ Tel: _____ Mobile No.: _____ Email: _____
Delegate 3 Details Name: Dr/Mr/Ms _____ Job Title: _____ Department _____ Tel: _____ Mobile No.: _____ Email: _____ Who is Head of your Department? _____	Delegate 4 Details Name: Dr/Mr/Ms _____ Job Title: _____ Department _____ Tel: _____ Mobile No.: _____ Email: _____ Who is Head of Training? _____
Company Information Company Name: _____ Main Business/Activity: _____ Address: _____ Postal Code: _____	

Payment Method (Please tick:)

- I enclose my bankers draft / cheque payable to IBC Asia (S) Pte Ltd
- I am paying by bank transfer (copy attached)
- Payment by Credit Card. (AMEX, VISA or MasterCard accepted)

CREDIT CARD PAYMENTS

The best way to pay by credit card is through our secure on-line registration process, simply log on to the website at www.informaconnect.com.sg/writingscopes and click "Register On-line". If you would prefer to pay over the phone please complete the contact name and details and our Customer Services Team will call within 24 hours to take payment. As we treat your credit card information in the strictest confidence, please do not send payment details by email.

Credit card contact: _____ Department: _____
Direct phone number: _____ Email: _____

PAYMENT TERMS

Payment must be received 10 business days prior to the event. To take advantage of discounts with an expiry date, registration and payment must be received by the cut-off date.

- Payment by bankers draft or cheque in S\$ or US\$ should be made in favour of "IBC Asia (S) Pte Ltd" and mailed to:
IBC Asia (S) Pte Ltd
c/o Informa Regional Business Services
103 Penang Road, Visioncrest Commercial #04-01, Singapore 238467
Attn: The Accounts Receivable Team

- Payment by bank transfer in S\$ or US\$ made payable to:
IBC Asia (S) Pte Ltd
A/C No.:147-059513-001 (S\$)
A/C No.:260-457866-178 (US\$)
The Hongkong and Shanghai Banking Corporation Limited 21 Collyer Quay, HSBC Building
Singapore 049320
Bank Swift Code: HSBCSGSG
Bank Code: 7232

- Payment by Credit Card (AMEX, VISA or MasterCard). The best way to pay by credit card is through our secure portal built into the website. To pay by phone please indicate the contact name and details below and our Customer Services Team will call within 24 hours to take payment. Please do not send credit card information by email.

CANCELLATIONS / SUBSTITUTION

Should you be unable to attend, a substitute delegate is welcome at no extra charge. Cancellations must be received in writing at least 10 business days before the start of the event, to receive a refund less 10% processing fee per registration. The company regrets that no refund will be made available for cancellation notifications received less than 10 business days before the event.

IMPORTANT NOTE

Please quote the name of the delegate, event title and invoice number on the advice when remitting payment. Bank charges are to be deducted from participating organisations own accounts. Please fax your payment details (copy of remittance advice, cheque or draft to +65 6508 2407).

Attendance will only be permitted upon receipt of full payment. Participants wishing to register at the door are responsible to ensure all details are as published. Informa Connect Singapore assumes no further liability or obligation, beyond the refund of the paid registration fee, in the event of postponement or cancellation by Informa Connect Singapore.

DATA PROTECTION

The personal information entered during your registration/order or provided by you will be held on database and may be shared with companies in the Informa Group in the UK and internationally. Occasionally, your details may be obtained from or shared with external companies who wish to communicate with you offers related to your business activities. If you do not wish your details to be used for this purpose please contact our Database Department at Email: database.sg@informa.com, Tel: +65 6508 2400 or Fax: +65 6508 2408.