LM15 Operational Management Code Set

The design, execution, and day-to-day control of personnel and other resources for producing and delivering desired goods and services that support the organization's business strategy.

LM15.10 Personnel Management

The day-to-day management and supervision of personnel. Includes monitoring work product quality and quantity, performance assessments, personnel and resource transfers, and facilitating collaboration and team building to maximize productivity.

LM15.15 Policies and Procedures

The development, review, and maintenance of operational policies, procedures and guidelines formulated and enforced by the management of an organization, to direct and limit the actions of its employees and agents, in pursuit of the organizations long-term goals and regulatory and compliance requirements.

LM15.20 Strategic Alignment

Achieving a state where an organization’s strategic business objectives (which commonly include improved financial performance or marketplace competitiveness) are supported by the operational performance. Strategic alignment correlates the business operations to the strategy, mission and goals of the organization.

LM15.20.10 Correlate and Assess

The process of assessing the amount of correlation between an organizations operation and its strategic objectives.

LM15.20.15 Develop Action Plans

Identification of specific actions (road maps) designed to improve the correlation between an organizations operation and its strategic objectives. Activities may include changing behaviors; innovation that is responsive to the target market; reducing operating costs while increasing revenue; recognizing and rewarding employees who adopt new behaviors and implement new decision-making approaches based on company priorities; separating and differencing the company form that of the competition.

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LM15.20.20 Implement Action Plans

Implementing the specific actions identified in the Action Plan intended to correlate an organizations operation and strategic objectives.

LM15.20.25 Measure and Improve

Measuring and analyzing an organizations operation and performance by comparing to the predetermined indicators of successfully meeting the company goals; decide if the goals have been met and developing adjustments to operational guidelines designed to achieve the desired correlation between operations and strategy.

LM15.25 Information Management

Documenting and managing operational business information. It includes the protection of personally identifiable information (PII or PHI) and the prevention of unauthorized access to organizational information systems and confidential information.

LM15.30 Industry Surveys

Collecting and submitting statistical and operation information to facilitate the organization's participation in sponsored industry surveys and analysis programs.

LM15.35 Procurement

Obtaining or buying goods and services. The process includes preparation and processing of a demand as well as the end receipt and approval of payment.

LM15.40 Supplier Relationship Management (SRM)

Specifying, obtaining and managing products or services provided by suppliers (includes contractors, subcontractors, vendors and business partners). The purpose of supply management procedures is to keep costs stable and use resources effectively to increase the profits and efficiency of the business or organization.

LM15.40.10 Strategy

Defining the long-term strategy and vision for SRM (Supplier Relationship Management) and developing a common understanding of the scope of needed SRM practices including

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portfolio planning and management and supplier lifecycle concept. Identifying which suppliers are strategic, which are the non-strategic suppliers, and how those groups should be managed differently to assure strategic suppliers are delivering strategic value.

LM15.40.15 Business Case

Developing a well-structured argument that captures the reasoning for SRM (Supplier Relationship Management) implementation that focuses on the organization's most pressing supplier management pain-points and challenges, determining the viability of engaging a service provider versus internal resources, and recognizing the value of applying SRM best practices.

LM15.40.20 Processes and Policies

Developing a common set of processes, policies, and tools governing the on-going day-to-day management of suppliers. It includes the definition of roles and responsibilities for the various aspects of supplier management to bring the right skills and focus and to avoid redundant, non-value-added activities.

LM15.40.25 Selection

Defining supplier selection criteria, understanding the supplier lifecycle, and performing analysis of pre-engagement activities. Engaging procurement, legal, and risk management groups during the selection process. It includes the due diligence process, supplier evaluation, and management of the RFI (request for information), ITT (Invitation to Tender), and RFP (Request for Proposal) processes to assure the creation of real accountability and incentives for suppliers to deliver business value.

LM15.40.30 Contracts and Agreement

Developing contractual agreements through the negotiation process to achieve mutually acceptable terms and conditions.

LM15.40.35 Management

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Managing the supplier relationship and the delivery of services to meet the needs of the organization to keep costs stable and use resources effectively and efficiently.

LM15.40.40 Performance

Establishing performance assessment criteria, analytics and monitoring of financial and operational performance. It includes working with the supplier on SLA's (service level agreements) and KPI's (key performance indicators) to develop processes that enhance the capabilities of important suppliers to boost performance, direct supplier investment in new services, and assure accountability for performance in areas that drive the most value for the organization.

LM15.40.45 Compliance

Monitoring the contractual relationship, addressing related problems, incorporating necessary changes or modifications in the contract, ensuring both parties meet or exceed each other's expectations, and actively interacting with the supplier to achieve the contract's objective(s). Includes the "transfer" of requirements imposed on the organization by others.

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