CAREER FRAMEWORK

ANSTEY HORNE

EST. 1795



WHO WE ARE

Founded in **1795**, Anstey Horne is a leading consultancy delivering excellence in the built environment.

We work across all sectors and offer advisory and management consultancy across the following disciplines

- Party Wall Surveying
- Rights of Light Surveying
- Building Surveying
- Project & Cost Management
- Fire Engineering
- Building Safety

We stand out for our expertise in the specialist areas we operate in. We make what we do easy to understand and pride ourselves by being easy to work with.

OUR VALUES

Our values form an integral part of how we want our people to be identified. Application of them helps to make Anstey Horne a great place to work.

ANSTEYHORNE

INTEGRITY

We do the right thing – always, with honesty and accountability.

EMPOWERING

We give our people the **confidence, freedom and support** to thrive.

RESPECTFUL

We value every voice, fostering a culture of inclusion and professionalism.

TRANSPARENT

We communicate openly and honestly, **building trust through clarity**.

INNOVATIVE

We think ahead, solve problems and drive **progress with creativity**.

ABOUT THIS CAREER FRAMEWORK

By building our career framework, we will be able to attract, retain and grow leading minds.

This is the career framework for all technical staff, it outlines the career path available, and the capabilities required that underpin each step.

It covers the competency and responsibility level required for each role.

This document operates in tandem with the Appraisal & Development Review process.

We are deeply committed to investing in the growth of our people.

It is our goal that everyone who works with us to have a rewarding career. Everyone has the opportunity to expand their capability and enhance their career.

Categories

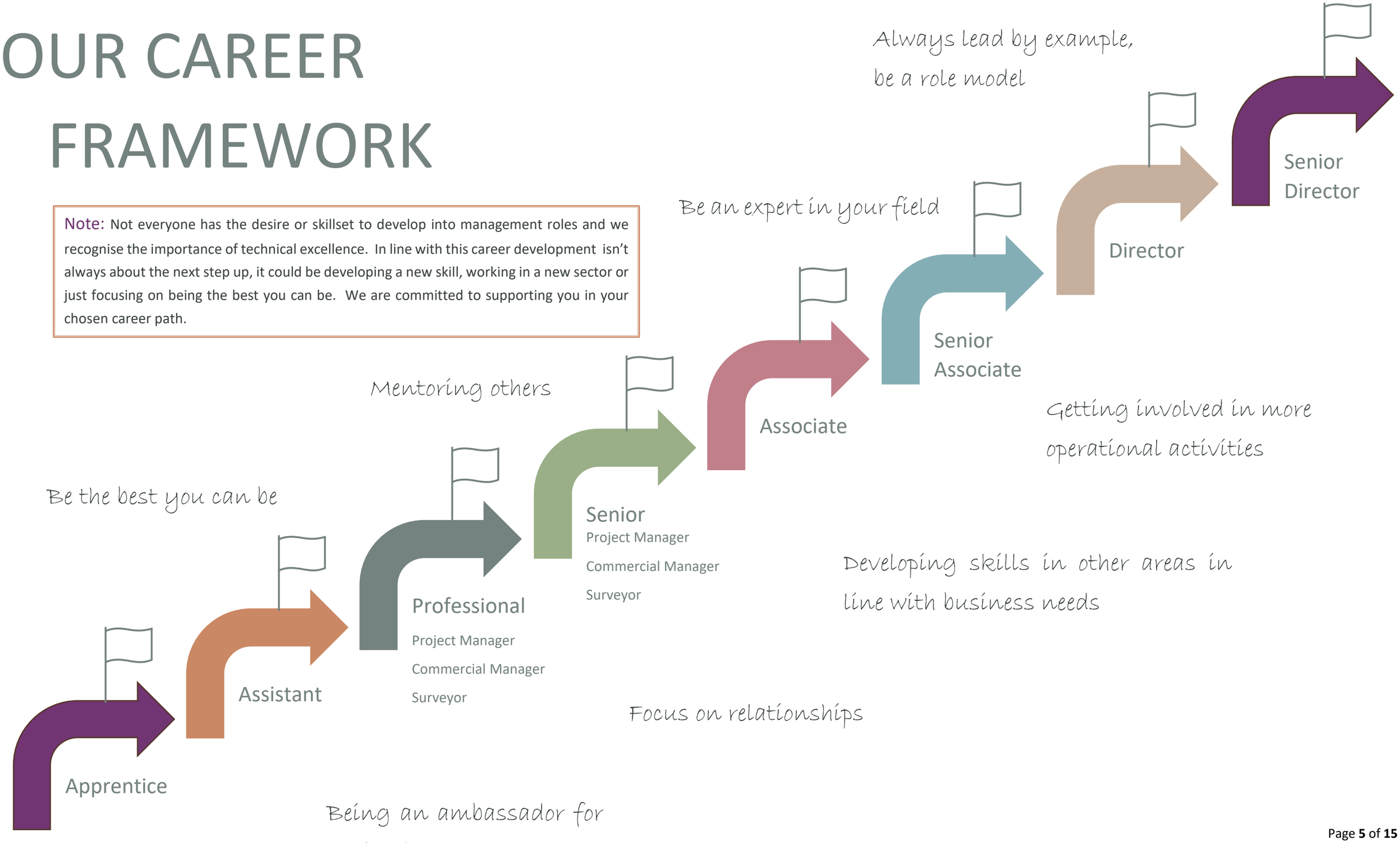
The following categories have been chosen as they are crucial for the success of any business:

- Training and Development
- Financial Management
- Team
- Business Development
- Projects

We recognise that we are all different and therefore we will all have natural abilities in some aspects over others. We are looking for our teams to have an understanding of all categories and a willingness for constant improvement in each area. These on top of technical competencies are reviewed holistically when looking at opportunities for career development.

OUR CAREER FRAMEWORK

Note: Not everyone has the desire or skillset to develop into management roles and we recognise the importance of technical excellence. In line with this career development isn't always about the next step up, it could be developing a new skill, working in a new sector or just focusing on being the best you can be. We are committed to supporting you in your chosen career path.



OUR CAREER PATHWAY

Promotion Requirements

Depending on grade, it will be the level of **responsibility, accountability and ownership** demonstrated within the various categories that will be taken into consideration.

Financial Management

- Managing financial performance of a project
- Hitting P&L targets & objectives

Team

- Leading by example in all you do including the application of company values.
- Being an active mentor.
- Line management – disseminating information, delegation, recruitment, performance improvement, appraisal and career development within your team.
- Building your reputation and respect within your team and across the disciplines / offices.

Business Development

- Client care
- Following up leads
- Actively and regularly maintaining relationships with existing clients.
- Introduction of new clients
- Leading on pitches and winning work.
- Presenting yourself as a market leader / expert in your field.
- Level of activity. Attending internal and external networking events and hosting events
- Demonstrating cross selling opportunities.

Marketing

- Level of involvement with marketing materials, company profile on the website and social media.
- Increasing your own presence on LinkedIn.
- Level of accountability producing fee proposals, contribution to bids.
- Able to present their teams skillset & track record

Training & Development

- Thirst for constant learning / all training requirements met
- Mentor / expert to others in the team
- Knowledge sharing internally & externally

Project work

- Level of oversight required in running projects
- Level of expertise
- Level of client interaction / ownership
- Ability to build relationships despite difficult projects and clients
- Variety of project sectors and sizes
- Ability to meet project program and budget
- Your technical skill and competencies linked to your profession

Other Skillsets & Requirements

Punctuality, time management, presentable attire, understanding your health and safety responsibilities, prioritisation, meeting deadlines, presentation skills, collaboration between teams, accountability and nurturing junior team members. Aligning yourself with the appropriate professional bodies. Taking responsibility for extra curricular activities i.e leading on CPD/Training / APC coordination for your team / updating CRM / best practice / social / CSR. Ambassador for AH values

Notes:

1. This document must be read and reviewed in conjunction with the job descriptions for each role
2. It provides a summary of and guidance on the principal requirements of each role. It also emphasises the greater role of responsibility required at each level.
3. Anyone demonstrating these requirements will be considered for promotion, but suitability and availability (need) will also be the driving force for any team changes.
4. This document should be used alongside the appraisal and performance review process, it can help guide you to set objectives for the upcoming year or the next step in your career. Previous performance reviews are also taken into account when considering promotions.
5. Career development doesn't have to always be the next step up, it could be developing a new skill or changing role – Anstey Horne will support and train you to obtain your next step.

APPRENTICE

Requirement	Measurable
Training & Development: • Actively engage in learning and development opportunities to build foundational skills Maintain CPD diary and aid with CPD organisation as required. • Present internally on a technical topic.	Log of CPD sessions Organise CPDs Deliver internal knowledge sharing session to your team Pursue membership of professional body such as RICS, CABE, APM, IFE
Team: • Contribute to social activities, team meetings, actively put forward suggestions for events and assist with organisation when required. • Learn AH company values and look at ways to implement daily.	Be a part of the social committee / Organise social event(s)
Business Development: • Client care – meet deadlines, demonstrate excellent communication	Line manager commentary
Time Management: • Plan time and keep accurate records of time as required. • Maintain good time keeping • Aim to meet deadlines set by your line manager	Successful completion of Iris / SilverBucket (resource planning & timesheets system) Be Punctual
Projects. • Assist your team in all day to day matters, gaining hands-on experience. • Assist in data collection and basic analysis, contributing to project insights. Research client, project, services as requested. • Provide administrative support where necessary, aiding in the smooth execution of projects including drafting project related documentation and correspondence with oversight from your team.	Daily communication and reporting to your line manager Accurate saving of project work.

ASSISTANT

Requirement	Measurable
Training & Development: • Actively engage in learning and development opportunities to build foundational skills in your chosen profession. • Maintain CPD diary and work towards completing your APC or equivalent. Aid with CPD organisation as required.	Log of CPD sessions Organise CPDs Deliver internal knowledge sharing session to your team
Team: • Contribute to social activities, team meetings, actively put forward suggestions for events and assist with organisation when required. • Learn AH company values and look at ways to implement daily. • Build relationships outside of your team.	Be a part of the social committee / Organise social event(s)
Business Development: • Attend suitable networking events. • Build your relationships with clients and consultants alike	Attend relevant level networking event(s)
Time Management: • Plan time and keep accurate records of time as required. • Maintain good time keeping • Manage and effectively prioritise tasks • Aim to meet deadlines set by your line manager	Successful completion of Iris / SilverBucket (resource planning & timesheets system) Be Punctual
Projects. • Assist your team in all day to day matters, gaining hands-on experience • Assist in data collection and basic analysis, contributing to project insights. Research client, project, services as requested. • Gain experience in client management through supervised interactions. • Provide administrative support where necessary, aiding in the smooth execution of projects including drafting project related documentation and correspondence with oversight from your team.	Daily communication and reporting to your line manager Accurate saving of project work.

PROFESSIONAL (Project or Commercial Manager / Surveyor)

Requirement	Measurable
Financial Management : • Be aware of monthly expected financial contributions and keep abreast of usage of professional time to assist in meeting team targets.	Plan and feed into fee predictions and ensure contribution targets are met. Keep line managers up to date with any variations
Training & Development: • Continually develop surveying skills and knowledge, staying abreast of industry developments. • Actively look for and suggest CPD. • Maintain CPD diary. • If not already, work towards completing your APC or equivalent professional body standard (APM / RICS / CIOB / MIFireE / C.Build E / MCABE	Log of CPD sessions Organisation of CPDs for team Presenting / knowledge sharing to team
Team: • Work as part of your team, supporting and mentoring graduate and apprentice level staff. • Contribute to team meetings, fee forecasting and team updates. • Contribute to social activities, team meetings, actively put forward suggestions for events and assist with organisation when required. • Learn AH company values and actively demonstrate.	Be a buddy / mentor to a graduate or apprentice
Business Development: • Attend suitable networking events. • Engage with clients, build relationships – demonstrate client care • Look to gain feedback from your clients. • Awareness of other teams, build relationships in house for cross selling.	Attend relevant networking events Actively build on your Linked in profile Individual CV is up to date Case studies for any of your projects are complete. Actively engage with AH's social media.
Time Management: • Plan time and keep accurate records of time as required. • Be aware of workload and future resourcing and communicate this with your line manager • Manage and effectively prioritise tasks. • Aim to meet deadlines set by your clients and manage expectations when not possible.	Successful completion of Iris / SilverBucket (resource planning & timesheets system) Be Punctual Meet deadlines
Projects. • Conduct comprehensive data collection and analysis to inform project decisions. • Engage with clients daily to provide an excellent level of service with regular updates, to gather feedback and address queries. • Preparation of project correspondence and documentation to a high standard with oversight from a senior member / Line manager. • Maintain thorough project filing.	Meet all objectives set in your Personal Development Review (PDR). Consistently delivers tasks within agreed deadlines. Consistently deliver project documentation with minimal errors.

SENIOR (Project or Commercial Manager / Surveyor)

Requirement	Measurable
Financial: • Be aware of personal projects and their financial performance. • Take responsibility for ensuring projects are effectively predicted and invoiced in a timely manner.	Invoicing to be created and issued within monthly deadlines Accountable for getting cash in – working alongside finance team Ensure the rest of the team are aware of project finances and company deadlines.
Training & Development: • Utilise deep technical expertise to guide more junior staff. • Undertake CPD internally and externally.	Log of CPD sessions Actively look for CPD that would benefit yourself or the team Chartered if QS/BS
Team: • Supervise more junior staff, ensuring effective delegation and accurate and efficient completion of tasks. • Lead by example on all tasks. • Actively demonstrate AH company values.	Be a buddy / mentor to a graduate or professional
Business Development: • Attend suitable networking events. • Engage with clients, build relationships – demonstrate client care. • Look to gain feedback from your clients. • Build your LinkedIn network.	Evidence attendance to relevant external networking events Review and ensure an up to date LinkedIn profile
Marketing: • Create content for team marketing documentation. • Ensure your LinkedIn Profile reads well.	Individual CV is up to date Review and creation of your project case studies LinkedIn profile *(appropriate photo / personal description – it's clear who you work for & what you do)* Engage with AH's social media. Where possible provide content for AH social media / website
Time Management: • Plan time and keep accurate records of time as required. • Be aware of workload and future resourcing and communicate this with your line manager. • Manage and effectively prioritise tasks. • Meet deadlines set by your clients and manage expectations when not possible.	Successful completion of timesheet management software as appropriate (Iris / Siver bucket) Be Punctual Meet deadlines
Client Care & Projects: • Take the lead on projects with limited oversight from Associate Director to Senior Director Level, ensuring they are executed to the highest standards. • Take accountability for actions required on a project. Address technical issues within projects, offering expert advice and solutions. • Build and maintain strong relationships with clients, providing a high level of service. Give regular updates and handle any concerns in a timely and professional manner. • Keep line manager informed about project progress and any potential issues. Have an awareness of pipeline work to assist with capacity reviews.	Act as project lead with minimal to no supervision. Achieve all objectives set out in PDR

ASSOCIATE DIRECTOR

Requirement	Measurable
Financial: • Be financially accountable for projects. • Ensure invoicing is on time and maintained throughout each month. • Be aware of departmental and team contributions and work closely with team members to assist in resourcing, ensuring work in progress is realistically predicted and invoiced in a timely manner. • Assist in the preparation of fee proposals as required. Contribute to department updates.	Invoicing to be created and issued within monthly deadlines Accountable for getting cash in – working alongside finance team. Ensure the rest of the team are aware of project finances and company deadlines. Ensure any direct reports are hitting financial deadlines. Monitor / approve direct reports expenses in a timely manner and in line with expense policy
Training & Development: • Utilise deep technical expertise to guide more junior staff. • Undertake CPD internally and externally. • Deliver internal training as required.	Log of CPD sessions Facilitate and take part in internal department knowledge sharing sessions and continue to build internal and external network of contacts Ensure training requirements are discussed and actioned for those you line manage
Compliance & Operational Oversight: • Uphold the highest standards of work quality. • Lead by example, upholding company policies and instilling values. . • Ensure all projects comply with relevant industry and company regulations and standards.	Work with best practice group. Lead by example displaying company policies, legal and industry standards. Demonstrate client feedback throughout the year. Ensure direct reports are up to date with all mandatory training.
Leadership and Culture: • Lead by example in all activities, including the demonstration of AH values. • Line manage where required (training will be given). This will include mentoring of technical skills, appraisal and any performance improvement. • Provide mentorship to more junior team members, fostering their professional growth and development. • Assist with recruitment where required.	Disseminate company wide goals throughout your team. Ensure Professional Development reviews are completed for your direct reports. Ensure holidays and team expenses are reviewed and approved in a timely fashion.
Business Development: • Attend suitable industry events engaging with counter parts in client organisations. • Develop your own client base and actively seek new work. • Continuously build on existing relationships.	Build your network – regularly attend networking events. Look to organise B2Bs (business to business meetings) with new contacts Actively build on personal LinkedIn profile and build your network
Marketing: • Assist in the development of Marketing Strategy for the Department. • Active user of LinkedIn and working with SM team to ensure team is represented.	Ensure your CV and those you line manage are kept up to date. Creation of case studies within your control. Contribute to company LinkedIn page / website.
Time Management: • Where required to do so, maintain records of time expended on projects. • Ensure your Team has due regard of Client's brief on timelines for service requirements and delivers in a timely manner.	Personal and team timesheets completed on time Client deadlines met Approve team expenses and holiday requests in a timely manner Action internal requests within set timeframes (i.e training / PDRs)
Client Care & Projects: • Lead multiple projects with minimal input from Director/Senior Director, ensuring projects are executed effectively and meet client expectations. • Address complex technical issues within projects, offering expert advice and solutions. • Work closely with clients to understand their requirements and tailor solutions accordingly. • Build on existing relationships, manage client expectations and deal with any arising issues alone. • Regularly report on project progress, challenges, and successes to senior management. • Demonstrate client care – going above and beyond	Account Manager for a minimum of one key account. Aim to gather positive client feedback Achieve all objectives set out in PDR

SENIOR ASSOCIATE DIRECTOR

Requirement	Measurable
Business Growth: • Identify and pursue new business opportunities, actively seek repeat business and new relationships.	Win new work Bring in new clients
Financial: • Take ownership and achieve financial targets. • Be aware of departmental and team contributions • Work closely with team members in resourcing, ensuring work in progress is realistically predicted and invoiced in a timely manner. • Lead on fee proposal generation ensuring quality and consistency of service is viable. • Work with the finance team to ensure invoices are raised promptly and debt is collected on time.	Invoicing to be created and issued within monthly deadlines Accountable for getting cash in – working alongside finance team. Lead on pushing Associates for the above.
Training & Development: • Utilise deep technical expertise to guide project decisions and provide innovative solutions. • Undertake CPD internally and externally. • Deliver internal training as required.	Log of CPD sessions (internal / external) Act as supervisor / councillor
Compliance & Operational Oversight: • Uphold the highest standards of work quality, implementing rigorous quality control processes. • Actively lead by example on all company policies and procedures and instilling company values. • Where required - Contribution to department standards and practices – i.e. review of case law, current policies, report templates	Work with best practice group. Lead by example displaying company policies, legal and industry standards. Demonstrate client feedback throughout the year.
Leadership and Culture: • Line Manage Seniors or Associate Directors. Act as mentor / support for professional and other junior staff, ensuring high-quality project execution. • Ensure whole team feels supported, is qualified to complete their roles – discuss concerns with your Director. • Ensure any performance issues with your direct reports are dealt with. • Actively partake in recruitment for your team. • Act as a role model for company values and culture.	Disseminate companywide goals throughout your team. Ensure Professional Development reviews are completed for your direct reports. Ensure holidays and team expenses are reviewed and approved in a timely fashion.
Business Development: • Attend suitable industry events engaging with client leads in organisations. • Lead and manage the strategic engagement with clients to achieve continuing feedback on work. • Actively seek new opportunities, secure repeat clients • Engaging with other parts of the business, selling services and cross selling.	Demonstrate number of events attended Look for events to build profile / team. Meet with key clients – discuss potential of new business / cross sell opportunities
Marketing: • Assist in the development of Marketing Strategy for the Department. • Work with SM team to ensure team is represented.	Ensure your CV and those you line manage are kept up to date. Creation of case studies within your control. Active user of LinkedIn with a good personal page and build your network Contribute to company Linkedin page. Look to contribute a news story / expert piece for the website.
Time Management: • Where required to do so, maintain records of time expended on projects. • Own resourcing for personal and team projects. Regularly review team resource • Ensure your Team has due regard of Client's brief on timelines for service requirements and delivers in a timely manner.	Personal and team timesheets completed on time Client deadlines met Approve team expenses and holiday requests in a timely manner Action internal requests within set timeframes (i.e training / PDRs)
Client Care & Projects: • Lead and manage complex, high-value projects, ensuring successful delivery and client satisfaction, meeting deadlines and making a profit. • Serve as a primary point of contact for clients, providing expert advice and managing communications effectively • Take ownership of any client issues / complaints, ensuring feedback from every client is positive / constructive. • Seen as an expert in field. • Client facing skills incl. delivery of bad news, managing complaints, recovery of fees and debtors	Account Manager for a min of one project. Ensure account plan is kept up to date Aim to gather positive client feedback Achieve all objectives set out in PDR

DIRECTOR

Role Requirements	Measurable
Strategic Planning and Business Growth: • Setting direction:- communicating Business strategic vision and business objectives to Team. • Contributing to Business Plan Strategy and targets. • Identify new business opportunities, markets and target clients. Assist in defining strategy. • Key Client account management	Awareness by the respective Team members of the business units aims and objectives. Bring in new clients. Growing existing accounts.
Financial Management: • Budgeting and Forecasting: Oversee financial planning of projects, including budgeting, revenue forecasting and managing cash flow and commitments. • Profitability:- manage the profitability of projects. • Ensuring Invoicing for the respective Team are issued in a timely manner. • Responsible for preparing Fee Bids and conducting commercial negotiations on Fees. • Risk Management: Monitor and mitigate financial and operational risks on projects/instructions that could impact the business's success.	Meet departments business plan targets for revenue & profit. Cash collection / debtor day targets are met
Training & Development: • Identify and facilitate team training requirements of your Team. • Ensure Team Appraisals and Career Development Reviews are undertaken. • Promote relevant CPD programmes. • Promote and maintain platforms that support those seeking relevant professional body membership.	Talent retention (low staff turnover). Identifiable progression of Team skills. Team training records & CPD's evidence progress.
Compliance & Operational Oversight: • See that IMS and relevant business Governance protocols for the respective Team are followed and managed appropriately. • Promote best practice with continuous improvement and innovation to streamline operations and improve efficiency. • Resource management: overseeing of Teams workload resource planning, utilization of people and project resourcing allocations. • Project Management: oversee that consultancy projects are delivered to the Client's Brief, on time, within budget, and to the highest standards of quality.	Individuals passing project audits (IMS) Awareness of Team of company policies & procedures. Utilization targets in line with Business Plan forecasts. Demonstrate client feedback throughout the year.
Leadership and Culture: • Team management:- oversee your identified Team providing leadership, guidance and mentoring to achieve high performance outcomes. • Promote the Companies Values and Strategic Vision. Be an ambassador representing the business within the Industry. • Manage effective communication to Line managers and teams as may be identified. • Implement operational requirements and objectives that the business sets from time to time. • Actively involved in the recruitment process, including engagement with recruiter and candidate. Act as a role model for company values and culture.	Evidencing communication of companywide goals and values throughout your team. Ensure Professional Development reviews are completed within the annual programme.
Business Development: • Engage in business development activities, such as networking events, pitching, and presenting to prospective clients. • Attend suitable industry events engaging with client leads and building relationships with peers in other organisations. • Identifying and actively promoting cross-selling opportunities. • Bring in new clients / new projects	Demonstrate number of events attended. Collate outputs and follow up leads on events or pitches. Records of referral introductions to other Business Units.
Marketing: • Promote the AH Brand. • Thought Leadership: Represent the consultancy as a thought leader in the industry by writing articles, posting on LinkedIn, speaking at conferences, or engaging in public forums. • Marketing Strategy: Collaborate with other peers in the Business to develop and execute campaigns that enhance the consultancy's visibility and reputation. Identify opportunities to network with prospective new business or existing Clients.	Work with Senior Director to manage department profile on website Maintain department capability documents, CV's & Case Studies Active user of LinkedIn and working with SM team to ensure team is represented.
Time Management: • Where required to do so, maintain records of time expended on projects. • Ensure your Team has due regard of Client's brief on timelines for service requirements and delivers in a timely manner.	Records evidencing being up to date. Client feedback.
Client Care:-. • Client engagement:- Maintain and nurture relationships with existing clients, understanding their needs and offering tailored solutions. • Key Clients;- instigate Key Account processes and ensure all members of your Team or others have an awareness of the Clients' needs and processes. • Ensure effective management of projects, focusing on timelines, budgets, and quality standards.	Ensure activity with current and target clients are logged within the CRM. Ensure Client account plans are created and maintained for Key Clients or major client targets. Demonstrate growth in revenue of allocated key Clients. Achieving specific target objectives in PDR (Client, People, Operations & Business Growth)

SENIOR DIRECTOR

Role Requirements	Measurable
Strategic Planning and Business Growth: • Contribute to establishing the direction of business strategic vision and long term objectives • Liaising with the Board, draft and present Business Strategy for your Business Unit. • Identify new Business Development opportunities, emerging markets and trends to expand the business reach and client base. • Drive innovation in service offering.	Awareness by the respective Team members of the business unit aims and objectives. Bring in new clients. Growing existing accounts.
Financial Management: • Budgeting and Forecasting: Lead financial planning, budgeting and revenue forecasting for the Business Unit. • Profitability:- be accountable for the profitability of the Business Unit. • Accountable for approving Fee Proposals for the Business Unit. • Risk Management: Monitor and mitigate financial and operational risks that could impact the business's success	Meet departments business plan targets for revenue & profit. Cash collection / debtor day targets are met
Training & Development: • Implement Business Unit training and development plans. See that leadership and management training is provided where the business needs dictate. • See that all team members have had their PDR's, training requirements are noted and carried out where appropriate. • Promote relevant CPD programmes. • Promote and maintain platforms that support those seeking relevant professional body membership	Team training records are up to date Mandatory training for team is complete Training requirements from appraisals are reviewed and implemented where deemed appropriate.
Compliance & Operational Oversight:: • Lead the Business Unit to ensure that IMS and relevant business Governance protocols for the respective Team are followed and managed appropriately. • Promote best practice with continuous improvement and innovation to streamline operations and improve efficiency. • Resource management: overseeing of Teams workload resource planning, utilization of people and project resourcing allocations. • Project Management: oversee that consultancy projects are delivered to the Client's Brief, on time, within budget, and to the highest standards of quality.	Ensuring best practice and continuous development is delivered for your Business Unit. Annual review of Business Unit specific processes and standard documentation. Communicate any changes of policy to your team.
Leadership and Culture: • Team management:- oversee your Business Unit providing leadership, guidance and mentoring to achieve high performance outcomes. • Promote the Companies Values and Strategic Vision. Be an ambassador representing the business within the Industry. • Communication:-Manage effective communication and directives from the Board to the Business Unit as may be identified. • Lead the operational requirements and objectives that the business sets from time to time. • Recruitment:- Oversee the recruitment process for the Business Unit, including engagement with candidate and recruiter. • Employee engagement: Actively engage with employees, promoting a work environment where people feel valued and motivated to contribute to the business's success.	Evidencing communication of companywide goals and values throughout your team. Ensure Professional Development reviews and check-ins are completed within the annual programme.
Business Development: • Engage in business development activities, such as networking events, pitching, and presenting to prospective clients. • Attend suitable industry events engaging with client leads and building relationships with peers in other organisations. • Identifying and actively promoting cross-selling opportunities. • Bring in new clients / new projects	Demonstrate number of events attended. Collate outputs and follow up leads on events or pitches. Records of referral introductions to other Business Units.
Marketing: • Promote the AH Brand. • Thought Leadership: Represent the consultancy as a thought leader in the industry by writing articles, posting on LinkedIn, speaking at conferences, or engaging in public forums.	Ensuring the Business Unit's presence on the website is well represented, accurate and up to date Ensure the Business Unit capability documents, CV's & Case Studies are reviewed / amended annually
Time Management: • Make sure the team maintain records of time expended on projects. • Ensure your Team has due regard for Client's brief on timelines for service requirements and delivers in a timely manner.	Records and Client feedback.
Client Care:-. • Client engagement:- Maintain and nurture relationships with existing clients, understanding their needs and offering tailored solutions. • Key Clients;- instigate Key Account processes and ensure all members of your Team or others have an awareness of the Clients' needs and processes. • Ensure Team has effective management of projects, focusing on timelines, budgets, and quality standards. • Review / update and oversee team activity with current and target clients within the CRM.	Ensure Client account plans are created and maintained for Key Clients or major client targets. Demonstrate growth in revenue of allocated key Clients. Achieving specific target objectives in PDR.


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