

2021 GOAL	ACTION ITEM	INIGO CABASE
Provide superior client service		
Demonstrate an improvement over 2020 Score.	Demonstrate an improvement over 2020 score	Noticeable improvement in the overall site performance, accountability and client relationship in 2021. Notwithstanding the pandemic situation, account team was able to adapt the changes required in the operations in order to deliver the client expectations.
IFM Playbook & Site Field manuals - implement this in all the accounts that you managed and ensure that it is updated with the most current on site procedures.	Ensure that site field manual is updated with most current on site procedure	Site field manuals are updated aligned with the actual procedures implemented in the operations
Implement the OPS Aide and CEM (as applicable) programs on the accounts that you manage.	Implement the Ops Aide programs	JLL Ops Aide audit resulted to higher actual rating compared to the previous years.
Ensure that all action items arising from the audit and review process are closed within 3 calendar months of the date of issue.	Ensure that all action items arising from the audit and review process are closed within 3 calendar months of the date of audit report issue.	Only 1 open item was noted in 2021 which was closed within the defined timeline.
Ensure and sponsor the implementation of at least 2 innovation improvements per account that you manage. Written case studies that are reviewed with clients to support these.	Ensure and sponsor the implementation of at least 2 innovation improvement. Written case studies that are reviewed with the client to support these	Carry forward to 2022, given the limited movement due to pandemic. Project implemented were limited to rectification and repair of existing site equipment.
A. each account you manage is to participate at least once in presenting a CIWG initiative at a CIWG event held during the current year, and;	Participate in the CIWG program. Present a CIWG initiative at a CIWG event held during the current year	CIWG is an opportunity for 2022.
For each of your managed accounts, ensure that major risks are identified and covered by a risk management plan.	Ensure that major risks are identified and covered by a risk management plan. Risk can be financial, contract renewal, succession plans etc.	100% of the identified risk were discussed to the client and/ accepted. These were also loaded in the Risk Register and CMO for traction until closure.
Provide superior client service such that no incidents resulting in a cumulative cost of claims or damages (monetary, insurance, reputational or otherwise) to the Client or to JLL	Provide superior client service such that no incident resulting in a cumulative cost of claims or damages (monetary, insurance, reputation or otherwise) to the client or to JLL	No critical technical services operation issues which could result to possible claim against the company.
Provide superior employee management		
Complete and establish IPMP Objectives for all of your direct reports by Q1, mid year review and year end review.	Complete and establish objectives for all your direct reports by Q1, mid year and year-end review.	Leadership skill is exemplary, was able to drive the team's energy into common objective. All necessary touch point to assure traction within the team was achieved.
Identify 'A' players within your direct and indirect teams using the 9 Cell Talent Matrix and work with your direct reports to complete Growth Development Plans for each staff member by 30 June.	Identify "A" players within your direct and work with them to complete a growth development plans by June 30.	Succession planning was in place and was effectively implemented when attrition happen.

Implement plans to reduce Employees attrition -	Implement plan to reduce employee attrition, reduce first year and overall voluntary attrition by 10%	Noted attrition is due to employee's medical concern.
Actively participate and support the training and development programs and opportunities offered by the company by implementing a training plan for your account that you manage.	Actively participate and support the training and development programs and opportunities offered by the company	Actively participated in the JLL training and development programs
To demonstrate support to your team on continuous development.	Demonstrate support to your team on continuous development	Continuous knowledge transfer to account team on every corporate program involvements
Contribute to growth of company		
Support the Sales / Account Management platform and take responsibility (direct / indirect) to protect our accounts. Work with SD to achieve 80% GM win rate for accounts supported and led by SD.	Support the sales/account management platform and take responsibility to protect our account. Work with Account manager to achieve CGM targets	Opportunity for 2022. Limited movement given the pandemic situation.
Group/ Individual Assignment as per agreement with IFM HQ:	Deliver the assigned task/programs in the account and report progress on quarterly basis to your manager.	BAU operations deliverable are met on time. Reports are shared to the client without adverse comment and escalations
IFM Strategic Plan for Singapore: Deliver the assigned tasks/programs from the 2014-2016 assigned IFM Strategic Plan for Singapore and report progress on a quarterly basis to your manager. Objectives reflect the new stretch assignment you're taking on; as well as those that you have taken on to help us drive the programs centrally.	Objective reflects the stretch assignments you're taking on, as well as those that you have taken on to help drive the team and met the targets.	Pandemic situation resulted to several value add services required by the client to comply with government policy. Stretch assignments were taken and delivered as part of the revised monthly targets.