Six Construct is part of the BESIX Group, which is the largest Belgian group, operating in the construction of buildings, infrastructure, environmental projects and roads, in the Middle-East.

**PROJECT**

Renoir was engaged to improve the Direct Labour Productivity on several projects for Six Construct. The project – ‘PERFORM’ – was designed to deliver on this objective through the implementation of a fit-for-purpose system that allows the site’s supervisors to plan their resources more effectively, manage productivity and report back to both Site Management and Head Office on a short term basis. The project was initially carried out on two projects, in Dubai and Ajman, and then later extended to include an additional project in Dubai. It has more recently been rolled out to an infrastructure project in Qatar.

**PROJECT APPROACH**

The Project began with Renoir’s Focus Process® to create awareness amongst all staff – site and head office – of the current productivity levels and opportunities to enhance that productivity. Studies were performed on productivity measurement and supervisor and manager activities and behaviour. The studies illustrated that many supervisors and managers were not driving productivity and didn’t have the correct tools or targets to challenge the workers.

New planning, monitoring and reporting tools were developed, in the form of a Management Control System (MCS), with active participation of

<table>
<thead>
<tr>
<th>Time</th>
<th>Planning Manager</th>
<th>Construction Manager</th>
<th>Project Manager</th>
<th>Engineers</th>
</tr>
</thead>
<tbody>
<tr>
<td>15:00 on Wednesdays</td>
<td></td>
<td></td>
<td>Chair: Weekly Subcontractor Meeting</td>
<td></td>
</tr>
<tr>
<td>Period up to 17:30 Wednesday</td>
<td>Sub Scheduler</td>
<td>CM Priorities</td>
<td>PM Feedback</td>
<td>Actual Site Progress</td>
</tr>
<tr>
<td>By 9:00 am on Thursday</td>
<td>Create Next Week’s Tentative Plan by 9:00 am Thursdays</td>
<td>Next Week’s Tentative Plan</td>
<td>Next Week’s Tentative Plan</td>
<td></td>
</tr>
<tr>
<td>Between 9:00 and 14:00</td>
<td>Review of Plan</td>
<td>Review of Plan</td>
<td>No Changes</td>
<td>Engineers are Notified</td>
</tr>
<tr>
<td>14:00 on Thursdays</td>
<td></td>
<td></td>
<td>Chair: Weekly Planning Meeting</td>
<td></td>
</tr>
<tr>
<td>Between 14:00 and 17:30</td>
<td>Next Week’s Actual Plan</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>By 9:00 am Saturday</td>
<td>The CM is Notified</td>
<td>The PM is Notified</td>
<td>Engineers are Notified</td>
<td></td>
</tr>
</tbody>
</table>
Six Construct staff, to ensure buy-in to the new procedures. Management
Action Teams (MATs) were established, meeting at weekly development
sessions, involving all levels of management and supervisors, to further
ensure that consistent and sustainable outcomes were achieved.
The new ‘way of working’ was then rolled out during the implementation
phase, where Renoir first trains all levels of staff, and then coaches them
on the ‘shop floor’, to ensure compliance to and understanding of a
better way to manage the workforce.

IMPLEMENTATION
The Implementation phase was carried out over several months
to create a sustainable solution for the opportunities identified. ‘Road
blocks’ and obstacles were dealt with swiftly through the monthly Steering
Committee, where the most senior management were able to visualise
the improvements and also assist in driving productivity.

RESULTS

Once the baseline had been established through the use of an Execution
Budget, a site based tool incorporating the revised bill of materials and
a new database of realistic target rates, progress was monitored by the
Six Construct staff, again creating buy-in to a results driven environment.
These results could then be analysed, by work team, to rank the teams by
performance and this allowed focus on the poorer performing areas.
To further increase the productivity, a loss accounting system was
developed to identify excess capacity of workers, which would then be
systematically removed from the project. The loss accounting system
also analysed the material management of the project, to ensure correct
allocation of material, and the equipment required to perform the tasks.
The results, which were monitored weekly, have shown a substantial drop
in the amount of man-hours required for each activity. Through careful
monitoring of worker activity, increased use of specific detailed activity
targets, and enhanced management skills – both in terms of motivation
and resource planning, the productivity has increased by nearly 100%
against the starting position.

THE RENOIR GROUP
Renoir Consulting is a world leader in sustainable, implemented change.
Founded in 1994, Renoir has offices located in North and South America, UK,
Europe, Turkey, Middle East, Southern Africa, India, Pakistan, China, South East
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their work across a wide range of industry sectors gives them a broader perspective
of the issues facing your business, allowing them to be sensitive to your
unique challenges, culture and specific business issues. This cross-pollination
ensures truly effective, rapid and sustainable solutions.
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