



“During the 40 week Project, the team was able to deliver a significant increase in labour productivity, but more important is the change in my team’s behaviour on site.”

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Finance Director

Al Habtoor Specon (JV)

Behaviour driven improvement

The Al Habtoor Specon/Hastie International joint venture was awarded a US \$164 million contract to provide MEP and fire-systems services for the new Zayed University. The new campus was being built on a 75 hectare site in a district of the newly formed Khalifa City near Abu Dhabi International Airport. When complete, the new campus will have a floor area of 200,000 m² and provide educational facilities for 6000 students.

The project was developed by the Mubadala Development Company, which is wholly-owned by the Abu Dhabi Government.

ANALYSIS

The Joint Venture asked Renoir to perform a business review of the entire operation to identify areas for improvement, as they suspected the productivity of the workers was too low to ensure completion, on time and within budget. There were also issues in tracking the actual progress and productivity figures.

The short, focused business review determined that the productivity of the work-force was being affected by a series of problems that if unaddressed, would cost the project through delayed completion and an overrun on their budget.

The main findings of the survey were:

- The various zones had different methods to manage and control daily work as well as monitor the productivity performance, these elements were not standardised and not comprehensive
- The long-term plan was not broken-down and converted effectively into daily plans with specific targets, nor was there any resource loading, i.e. number of workers, material or machinery requirement
- Supervisors were passively supervising rather than actively promoting productivity and allocating the correct level of people to a given task
- Engineers were not systematically following up on site activities against targets
- There was a limited meeting structure to follow-up on actual vs. planned progress and tackle the root causes for delay and lack of productivity

PROJECT APPROACH

After agreement from the JV Board to start the implementation phase with a target of 20% productivity increase, the Renoir team mobilised to the client’s site office and launched the Focus Process™ phase by selecting and training the taskforce assigned to the project, which were to become the change champions for sustainability and implementation of the system elsewhere in the organisation.

The next phase of the project was to analyse the root cause behind the issues and map all the management systems in place. Critically, Renoir

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involved all of the supervisory levels in this development, which ensured the ownership during the implementation phase.

Some of the solutions agreed were:

- Produce a profitable daily plan from the monthly / weekly plan
- Install an operational dashboard measuring weekly performance
- Ensure the workforce start on time and comply with all the shift timings
- Roll-down the daily planned assignments, monitor progress through the day and address issues causing variances as they arise
- Train and follow up with Supervisors on active supervision to achieve planned targets
- Feedback to management the issues that affect productivity

After eight weeks of in-depth analysis and development, the team was ready to move into the implementation phase. In order to ensure the productivity was being monitored accurately, over 100 activities were measured.

IMPLEMENTATION

The implementation phase started with the training of all levels of supervision, from charge hands to Project Managers. The training, which included over 200 supervisors, was initially performed by Renoir; the Change Champions taking the latter part, once their own capability had improved. Once the classroom training was finished, the Renoir team and the Change Champions then spent time with the supervisory levels on site to ensure their understanding and application of the new tools, techniques and active supervision methodology was put into practice.

EVALUATIONS & RESULTS

Only three weeks into implementation, the results started to show an improvement in the productivity. These numbers, which were presented in the Management Action Team (MAT) allowed the site management to take informed decisions about the use of their resources, and hold their teams accountable.

Towards the end of the project, the Construction Director established the lead of the MAT, driving productivity by holding his team accountable for their actions, ensuring that corrective action took place to resolve any issues that arose and awarded praise when the targets had been achieved. At the project end, the productivity had risen by 38% from the Renoir base line. However, the real benefit to the project was the overall change in behaviour. The site management were now motivated to ensure that the productivity continues to improve, and that these systems could be transferred to other projects within the Company.

THE RENOIR GROUP

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