

Al Jaber Energy Services LLC

Getting to the launch on time



Al Jaber Energy Services (AJES) is a subsidiary of the Al Jaber Group, established in 1994 as an Engineering, Procurement and Construction contractor, with the objective to help orchestrate and execute landmark projects throughout the Arabian Gulf. AJES and Al Jaber Group employ in excess of 51,000 people of which over 10,000 are employed by AJES, dedicated to Oil & Gas, Petrochemical, Pipelines, Water, Power, Industrial and Infrastructure sectors projects.

“Renoir team members conducted their work with professionalism and built good and constructive relationships on site. The program met our expectations in demonstrating positive behavioural change that resulted in exceeding the programme’s objectives.”

Ron Metcalf
Executive & Managing Director

Key Results

32% overall productivity improvement

49% piping improvement

21% civil improvement

20-30% reduction in support manpower

ANALYSIS

AJES engaged Renoir Consulting to analyze business processes and management practices at their Carbon Black Delayed Coker (CBDC) project in Ruwais, UAE. The Analysis, conducted over a period of three weeks, revealed some underlying issues affecting labour utilization and site management, which in turn, affected progress on-site and resulted in low productivity levels, including poor adherence to the site’s shift times, a lack of standardization of the tools used to control and report the daily activities, ineffective subcontractor management practices and inconsistent levels of supervision. The detailed analysis and studies revealed that labour utilization could be significantly improved through:

- Enhanced active management practices
- Realistic target setting based on required production rates
- Improved planning, controlling and reporting systems
- Better shift management practices such as time keeping and roll call meetings

DELIVERABLES

Renoir proposed a 30 week productivity improvement program with the following deliverables:

1. Improve labour productivity by at least 25%
2. Implement an effective method to plan the appropriate amount of resources and supervisory staff per activity to obtain the highest possible productivity
3. Develop a process to measure and analyze productivity on a daily basis
4. Improve supervision and communication to the foreman level
5. Select and develop a highly effective AJES task force to enable them to drive productivity improvement on future projects
6. Create significant results-driven behavioral change at all relevant levels within the Carbon Black project
7. Create and implement a project Management Control System to be used consistently throughout all AJES projects.

World Leaders in Sustainable Change

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PROJECT APPROACH

Renoir assembled a joint team consisting of a group of consultants along with a client task force. A steering group was formed to oversee progress which consisted of Renoir and senior client management. Steering group meetings were held monthly to ensure that the project remained on track and achieved the stated objectives.

All stakeholders were involved with changes and system elements from the outset, to ensure a high level of ownership and sustainability.

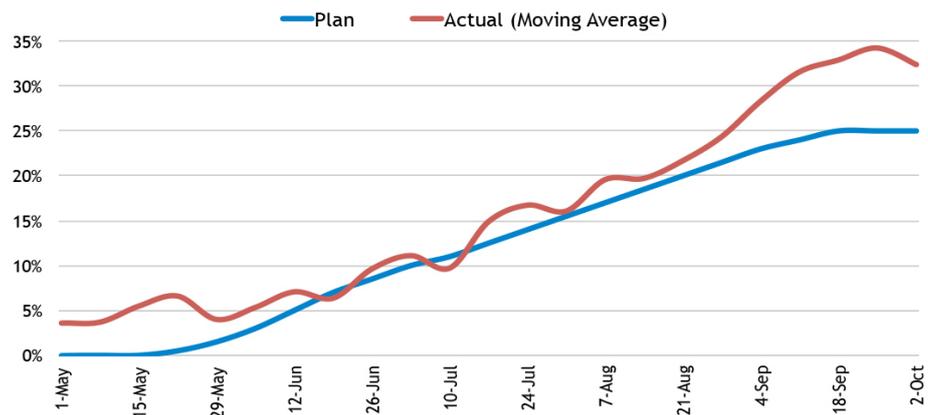
Renoir also assembled Management Action Teams (MATs) whose role was to identify issues and root causes, assess impact, develop solutions and implement these solutions. Extensive management and supervisory training, along with constant follow up, ongoing coaching, and positive reinforcement continued throughout the entire duration of the engagement.

The joint team identified that many of the root causes for low productivity were gaps in the management controls coupled with a lack of operational planning and quantitative real time, progress measures. The first step was implementing a daily measurement system of work, completed by each supervisor. This allowed the setting of a baseline, tracking of progress and objectively assessing the results of all interventions.

Significant time was invested in training site management and supervisory levels to ensure the understanding of new and enhanced management controls and techniques and to institutionalize the desired behaviors on site. All elements were installed with detailed follow-up to ensure not only immediate results but also sustainability for the full construction project cycle.

OVERALL RESULTS

The team achieved the planned deliverables and exceeded the targeted productivity significantly, with behavioural change at the execution level becoming quite evident throughout the project.



For example, it is now standard practice to utilize quantitative Foreman Daily Reports and conduct scheduled Performance Review Meetings. A new production-based resource planning tool that helped rationalize support manpower and a project-level scorecard to improve management effectiveness were also developed and are now part of the new normal.

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 Asia and Australasia. With over 350 fully employed and highly trained consultants, 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.

Visit Renoir at www.renoirgroup.com for more information and a complete list of regional contacts or send us an e-mail at: renoir.office@renoirgroup.com

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