

Six Construct QAE (Qatar Al Rayyan Expressway)

PERFORM



Six Construct is a Belgian construction company that has operated in the Middle East for over 50 years and uses its experience and expertise gained in the Gulf region to construct commercial and residential buildings, sport and leisure facilities, infrastructure, and marine related projects.

“Due to the disciplined approach adopted by Renoir in the reporting and by the practical proposal of solution made by our PERFORM and site team we were able to embed needed change. This discipline is providing the necessary indication for quick reaction and planning ahead.

The project is currently moving in the right direction with the assistance of the PERFORM system.”

Valery Paquier
Resident Manager

Key Results

Performance dashboard used to manage productivity

Culture of continuous improvement

Improved weekly sequencing planning

Ability to respond decisively through improved visibility of performance

21% improvement in performance

ANALYSIS

Following the successful completion of the productivity improvement project, termed PERFORM, in the UAE, Renoir were asked to carry on the good work and have PERFORM extend to the improvement process to the Qatar business unit. During the UAE program, PERFORM set up a project management office on each project site from which it was a hub to plan, execute and report on manpower productivity. PERFORM is now a department with an independent manager from Six Construct being appointed.

Renoir’s mandate was to support the roll-out of the tools and best practices from the PERFORM program, creating a reliable Execution Budget that everyone on site signed up to, improve on-site productivity and control total labour spend on the QAE project in Qatar.

PROJECT APPROACH

Having established the tools and best practises on the previous projects, the approach with QAE was to rapidly train the Construction Manager, Site Superintendents, Section Heads and Foremen within the first 2 weeks on the Time and Quantity Reporting mechanism (TQR). The implementation of the TQR on site occurred through on-the-job coaching and mentoring carried out by Renoir Consultants and Six Construct Task Force.

During this time, the installation of the Management Control System (MCS) governance structures and the PERFORM dashboard took place. The first step required receiving the completed TQR forms in a timely manner, having been reviewed and signed off by the section heads and superintendents.

This approach enabled the Six Construct employees to become quickly exposed to and understand the effects of productivity. It was critical that PERFORM was able to break down the resistance to change and recognise the need to understand how well they were currently performing. Once the TQR was implemented, the approach for the remainder of the project was to drive performance based on a revised execution budget, continue coaching and mentoring and refine the tools further.

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“The strict control of the efficiency of the main activities has increased the awareness of the site section heads about the manpower control in term of quantity and quality. This is a great first step to the success.”

Jean Di Paolo
Construction Manager

IMPLEMENTATION

After the first 2 weeks and the TQR's had been successfully implemented, the coaching, mentoring and re-fresher training carried on for a while afterwards ensuring the sustainability of the new measurement tool. The site has over 40 foremen who had previously never been exposed to anything related to capturing information at this level. Their first language was not English and some did not know how to write in English. The progress of their completion and quality compliance formed part of the PERFORM Dashboard KPI's that were measured daily. As new Foremen arrived on site, Renoir along with Six Construct, rolled out additional training, coaching and mentoring to ensure a site wide understanding of the tools. Coaching and mentoring is now an integral part of the PERFORM team to ensure compliance to and usage of the tools.

The accuracy of the information captured is absolutely critical to the completion of the weekly PERFORM dashboard. The dashboard is used to measure the success of both the QAE project and PERFORM. The setup and further development of this key tool continued for the first 3 months with the categorisation of section and activity codes for formwork, scaffolding, reinforcement and casting being established reliably. The dashboard was further developed with in-direct man-power being a focal point due to its high impact of consuming man-hours; loss accounting (gap analysis) was introduced for both direct and in-direct labour and forecasting graphs were included.

At the start of Renoir's engagement, the QAE project was over 200,000 manhours in the red and our mandate was to bring the project back into the green. In order to do this the current activity rates (units per hour) had to be reviewed and revised based on the current performance (coming from the TQR's) and the potential performance (based on standards and experience). This revision led to the development of an Execution Budget for both direct and in-direct labour that was to supersede the tender budget and become the execution plan to claw back the lost man-hours and bring the QAE project into positive territory and remain there.

The dashboard is the key driving tool for productivity management and performance improvement and enabled a thorough management review on a weekly basis (in the weekly Management Action Team (MAT) meeting). The MAT makes up part of the management control system (MCS) and its purpose is to drive performance, review unresolved issues, solve problems and continuously challenge rates and ways of working. It promotes and maintains continuous improvement.

RESULTS

During the weekly MAT and fortnightly Steering Committee meetings (involving the most senior management from Six Construct), the results are presented and discussed. Renoir and PERFORM made a significant impression immediately by stopping further man-hours being lost and within weeks were clawing them back. This was achieved well before production was being ramped up when productivity had to be at its best. The Execution Budget was revised again and the target rates were again improved. The performance continued to improve so that by 4th March 2016, 5 months after PERFORM started, the 200,000 man-hours had been recovered the QAE project was now gaining man-hours. This represented a 21% performance improvement since Renoir's intervention in mid-September 2015.

Renoir, PERFORM and Six Construct QAE team committed to deliver the project, with the currently established / remaining quantities of work for a total labour spend (direct and indirect) of QAR 39.9mil or less. At the time of writing the QAE project is well on track to achieve a significant improvement on the budget!

THE RENOIR GROUP

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