



PORR-SBG-HBK

Improving Subcontractor Management



PORR Group is a construction company with headquarters in Vienna. It is the biggest Austrian building contractor in the domestic building industry and operates in 11 countries. It was founded in 1869, has more than 13,000 employees and revenues of €3.4 billion.

In June 2013, the joint venture PORR-SBG-HBK was commissioned with the Design and Construction of the Doha Metro Green Line underground Project. The Project involves design and construction of 33km tunnelling, 6 underground station and 8 other ancillary structures. The Doha Metro is a planned rapid transit system in Qatar's capital city that is scheduled to become operational by the end of 2019.

"I was sceptical at first, but the system elements Renoir installed are really starting to change things."

Steven Gough,
Package Manager

The new work schedule and progress tool really works. If one wants to understand the program, all they have to do is look at the tool."

Amjad Nawaz,
Planning Manager

Key Results

Clearer visibility of MEP construction progress with highlighted variances against schedule.

Visibility of stock on hand across nine stations and sites in addition to main stores.

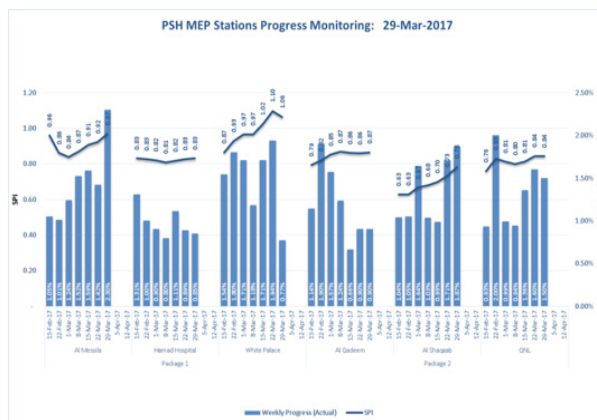
Ability to track statuses of long lead items accurately.

PROJECT APPROACH

The Renoir project had a duration of 23 weeks. The key objective of the Renoir project was to support the PSH JV in improving the controls related to the management of the main MEP subcontractor, REDCO, in terms of progress and compliance to the latest program.

To achieve this, we jointly:

- Developed and implemented progress planning control tools to provide clear visibility to actual vs. scheduled progress from REDCO on a weekly basis using agreed measurements. This included a Work Schedule and Progress Tool that was reviewed every week at the Progress Meeting.
- Linked progress to manpower utilised to provide REDCO and PSH information in forecasting completion timeline objectively aligned with latest program revision where possible.
- Developed and implemented a procurement planning monitoring process for long lead material items that provided visibility to actual vs. planned progress and status along the key steps in the process.
- Helped develop a stock reporting methodology to show on-hand materials for all stations and stores and provide visibility to the planning and construction stakeholders.
- Set up a forum to review long lead materials item statuses, material availability and pressing materials issues, wherein subsequent actions are taken to address the gaps.
- Utilized the above process controls in developing / enhancing the format of the weekly progress report to incorporate key facts from quantities, procurement, and manpower progress that include key deviations from plans and corrective actions.
- Through the use of the installed tools, PSH has the triggers to conduct high-level inquiries and risk assessment in the event that REDCO is not achieving their targets consistently.
- In addition, the current organizational set-up was improved by developing clear objectives, roles and responsibilities, structure, resources and span of control.



THE RENOIR GROUP

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World Leaders in Sustainable Change

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