

BRK Ambiental Saneatins - Palmas (Tocantins)

Improving Engineering Effectiveness



“The project helped us to organize the Engineering and Human Resources areas, absorbing demands in a professional way, avoiding overlapping of tasks, aligning interfaces and improving process lead times.”

Dalton Bracarense
Engineering Manager

Key Results

7% overtime reduction for the Palmas unit

Reduction of project lead times by 25%

BRL 200,000 in purchasing materials costs avoided

Restructured project management in the Engineering function

Improved Human Resources management processes

BRK Ambiental was formed in 2017 following Brookfield’s purchase of 70% of Odebrecht Ambiental (an Odebrecht Group company) and has operations in the water, sewage, utilities and residues segments. It is the largest private water and sewage services company in the country and is present in over 180 Brazilian municipalities, benefiting the lives of 15 million people. It also operates the largest water reuse project in the Southern Hemisphere, producing industrial water from domestic sewage in the state of São Paulo from its two wastewater treatment plants.

PROJECT GENESIS

Senior management identified the need to restructure the Engineering function to meet the demands of investment projects aimed at improving water and sewage treatment plants of the cities served by BRK in the state of Tocantins. Given the previous experience in BRK’s various units and the confidence of the Concession Manager in our methodology, Renoir was asked to undertake an assessment at Palmas Unit. The assessment identified gaps related to the management and control system for Engineering:

- Preparation and Programming of Field Activities.
- Preventive Action and Best Practices Multiplication.
- Field Information Control and Performance Reports.
- Predictability of Critical Materials Items (Stages and Status).
- Management and Relationship with Suppliers.
- Management routine.
- Review meeting.

PROJECT APPROACH

The main objective was to develop and implement sustainable changes in the Engineering and Human Resources process flows. In order to achieve this objective, the project was broken down into two phases.

In the first phase, all the activities, processes and key documents used by Engineering were to be analyzed in detail. In addition, process interfaces relating to the Engineering and Human Resources areas were to be reviewed in order to highlight process lead times. The second phase was designed to address critiques and to implement the proposed improvements to business processes and management systems.

A joint BRK/Renoir team was set up to deliver the changes through two specific MATs groups for Human Resources and Engineering. This would not only allow transfer of best practice but also foster ownership in the changes and lay the foundation for sustainability of the benefits.

Finally, a project governance structure was set up. A steering committee – comprising senior BRK Palmas Unit management – was appointed to oversee the initiative and to remove any barriers to success. The project team reported weekly to the steering committee with formal review meetings taking place every 2 weeks.

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In the second phase, the criticisms and improvements proposed were raised, which led to the implementation of new processes and their sequence of activities to ensure routine compliance and the results consequently.

All staff were trained to carry out the established work. In addition, we added in Action Plan to ensure the effectiveness of validated actions.

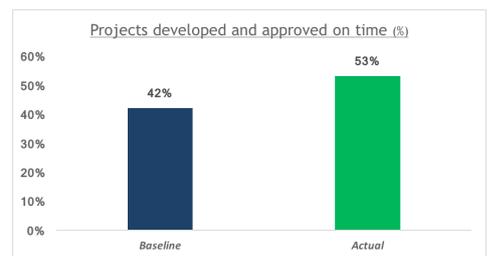
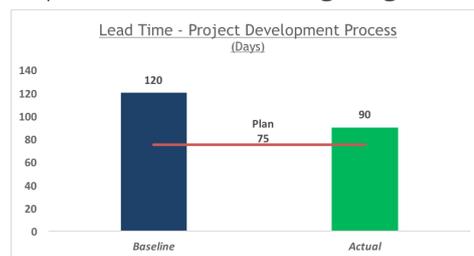
IMPLEMENTATION

The joint BRK/Renoir team worked closely together during the 25 week engagement in order to assure knowledge transfer and to deliver the proposed benefits. In particular, the project focused on:

- Transfer of best practices in project management.
- Development and standardization of demand management processes for engineering projects.
- Structuring the Engineering function and implementation of a system tool which linked project requirements with resources in order to reduce costs associated with the work.
- Training of BRK project team members as internal consultants, so they could identify, quantify and qualify future areas of opportunity by using the Renoir methodology and develop solutions for prevention rather than corrective action.
- Review of processes for admission, transfer and release of employees in the unit.
- Processes that manage and control overtime.
- Review of the Human Resources procedures to ensure the best monitoring for the Supervisor Level about the employees available and the pending hiring process.

RESULTS

The installed management control systems measurably improved the effectiveness of the Engineering function within the BRK Palmas Unit as depicted in the following diagrams:



The BRK Palmas Unit now has a project management control system with clear KPIs, staffed trained in new systems and process and a firm foundation to implement additional performance improvements with the need for external support.

THE RENOIR GROUP

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