



Six Construct

PERFORMance improvement



Six Construct is part of the BESIX Group, which is the largest Belgian group, operating in the construction of buildings, infrastructure, environmental projects and roads, in the Middle-East.

PROJECT

Renoir was engaged to improve the Direct Labour Productivity on several projects for Six Construct. The project – ‘PERFORM’ – was designed to deliver on this objective through the implementation of a fit-for-purpose system that allows the site’s supervisors to plan their resources more effectively, manage productivity and report back to both Site Management and Head Office on a short term basis. The project was initially carried out on two projects, in Dubai and Ajman, and then later extended to include an additional project in Dubai. It has more recently been rolled out to an infrastructure project in Qatar.

PROJECT APPROACH

The Project began with Renoir’s Focus Process® to create awareness amongst all staff – site and head office – of the current productivity levels and opportunities to enhance that productivity. Studies were performed on productivity measurement and supervisor and manager activities and behaviour. The studies illustrated that many supervisors and managers were not driving productivity and didn’t have the correct tools or targets to challenge the workers.

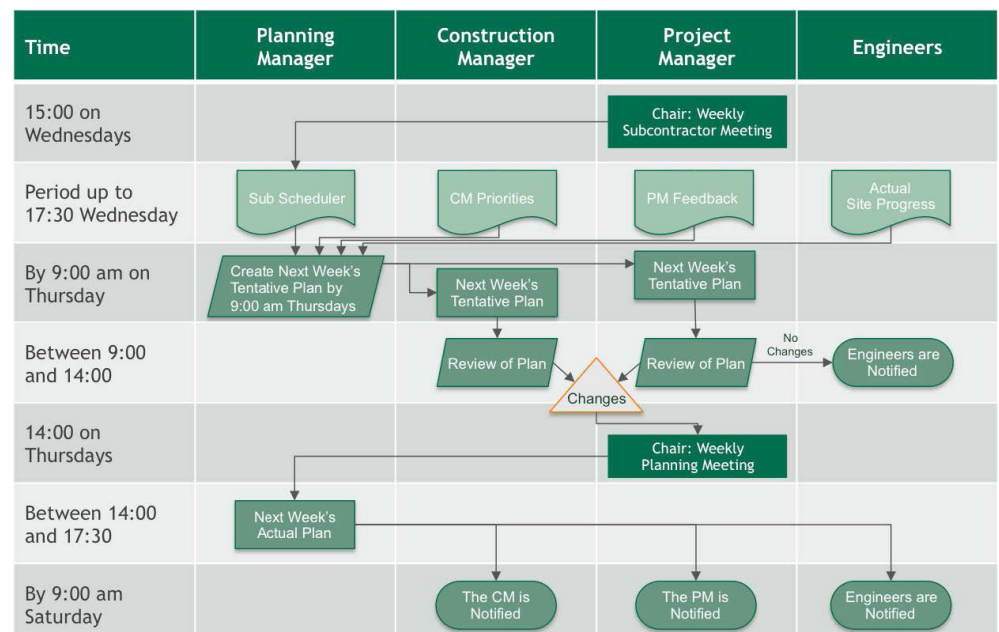
New planning, monitoring and reporting tools were developed, in the form of a Management Control System (MCS), with active participation of

Key Results

Almost 100% improvement in labour productivity

Up to 15% reduction of indirect activities

An effective construction management structure and processes



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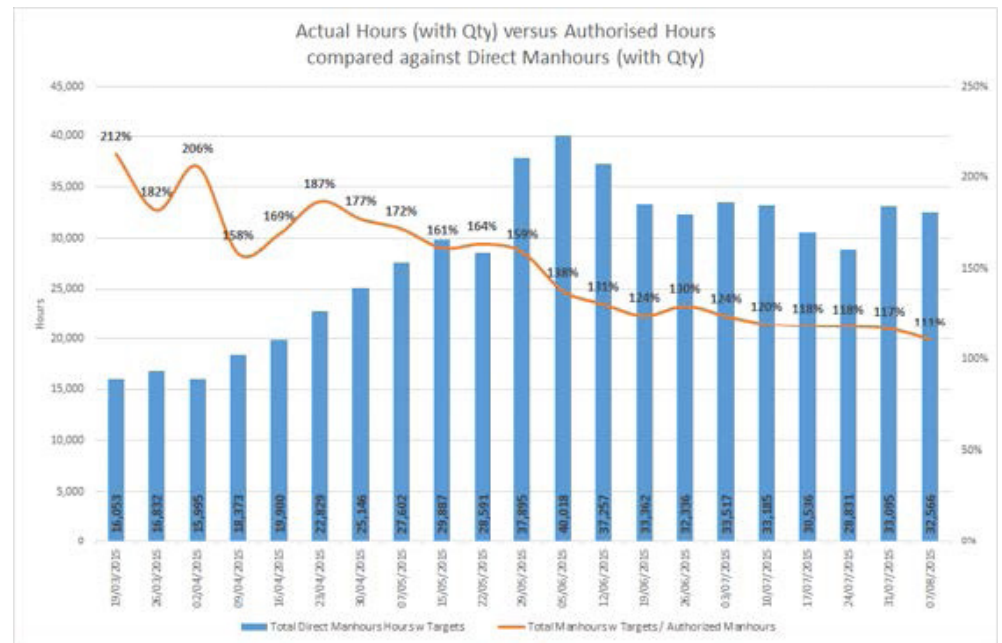
Six Construct staff, to ensure buy-in to the new procedures. Management Action Teams (MATs) were established, meeting at weekly development sessions, involving all levels of management and supervisors, to further ensure that consistent and sustainable outcomes were achieved.

The new 'way of working' was then rolled out during the implementation phase, where Renoir first trains all levels of staff, and then coaches them on the 'shop floor', to ensure compliance to and understanding of a better way to manage the workforce.

IMPLEMENTATION

The Implementation phase was carried out over several months to create a sustainable solution for the opportunities identified. 'Road blocks' and obstacles were dealt with swiftly through the monthly Steering Committee, where the most senior management were able to visualise the improvements and also assist in driving productivity.

RESULTS



THE RENOIR GROUP

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Once the baseline had been established through the use of an Execution Budget, a site based tool incorporating the revised bill of materials and a new database of realistic target rates, progress was monitored by the Six Construct staff, again creating buy-in to a results driven environment. These results could then be analysed, by work team, to rank the teams by performance and this allowed focus on the poorer performing areas.

To further increase the productivity, a loss accounting system was developed to identify excess capacity of workers, which would then be systematically removed from the project. The loss accounting system also analysed the material management of the project, to ensure correct allocation of material, and the equipment required to perform the tasks.

The results, which were monitored weekly, have shown a substantial drop in the amount of man-hours required for each activity. Through careful monitoring of worker activity, increased use of specific detailed activity targets, and enhanced management skills – both in terms of motivation and resource planning, the productivity has increased by nearly 100% against the starting position.

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