



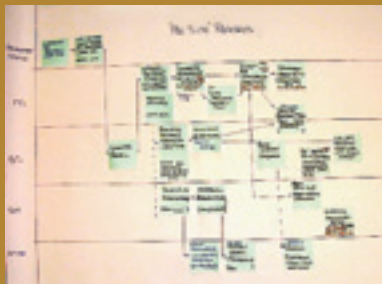
A building contractor used CLIP to become more efficient by improving their management processes



Sneinton Day Care Nursery, Nottingham



The Baggaley team discuss information on the visual management boards



Using a flow diagram to map out the pre-site processes on the project

By using CLIP...

“Everyone on site now spends more time adding value into the project, and less time behind a desk doing paperwork”

THE PROJECT

Sneinton Day Care Nursery, Nottingham

CLIENT:

Sure Start Programme – Nottingham City Council

CONTRACTOR:

Herbert Baggaley Construction Limited

Mike Shires of Baggaley Construction tells how CLIP helped them to improve the efficiency of their management processes, so that employees can spend more time adding value to their client’s projects.

VIEW FROM THE CONTRACTOR

Background to the project

We are a regional building contractor operating throughout the Midlands and South Yorkshire. The company specialises in many types of building projects, and we have a large number of clients in both the private and public sectors.

We take a pro-active approach to a number of industry initiatives, including best practice and partnering.

What attracted us to the CLIP programme

Our Chairman, Howard Baggaley, heard about the principles of lean construction through the Construction Confederation network. We got in contact with Martin Watson of BRE, who presented the benefits of CLIP to us.

We are committed to partnering with our clients on the principles of the Egan Report, ‘Rethinking Construction’. We recognised that CLIP fitted in with this vision, and could help us make further improvements to our business.

What our aims & expectations were

We realised that CLIP would give us the quality time needed to sit back and reflect on the way we work. We decided to start using it on this new £1.2m day care nursery, which is a traditional build contract. It has a steel frame, with a traditional brick finish.

The aim was to map our business processes throughout the lifetime of the project, so we could understand how these impacted on the construction phase of the work. We wanted to remove any processes that did not add value to us, or the client.

We also expected to have:

- Developed a best practice method for running a project
- Improved the way information is communicated across the whole team
- Developed better partnerships with our suppliers.

How the CLIP process worked for us

The first phase involved ‘process-mapping’ our procedures with the CLIP engineer, and looking in detail at how we worked on each phase of the project. We studied who was doing what at different phases, and if they were doing the right things. Other project teams gave us their data so we could pin-point areas for improvement.

We had to spend a great deal of time encouraging managers to review and then change the way we work. There was a feeling that we were already very process orientated, and that we could not make any further improvements. We overcame this by having regular meetings, and feeding back the results to senior managers and other project teams.



“Having participated over the years in many training & development

initiatives, with varying degrees of success, I was very impressed by the way that our project teams took to the CLIP project. The way that relatively new and sometimes complex management tools were condensed into readily understandable and usable techniques, not only appealed, but generated an immediate confidence in the programme”

*Howard Baggaley,
Executive Chairman of Baggaley Construction*

When we looked at all the documents we use to support the site, we found that senior team members were spending up to a third of their day filling them out. For example, we produce activity reports for every phase of work we do, and a separate summary report. But, we found different people were completing them. This is duplication, so we combined the two documents to reduce the amount of administration required.

In contrast, snagging is an issue across the company, but was not well documented. Our revised snagging sheet now ensures that a specific person is responsible for resolving a snag, and that they record what the solution is. This way it can then be communicated to other project teams.

Further improvement in communication across the project teams is now being facilitated by the introduction of two

visual management boards to keep a track of labour and materials. These record everything that will happen on site for the next two weeks. We also now analyse the potential risks at the start of a project with the client, so we can plan and manage them more effectively.

How we benefited from this initiative

By reducing the amount of administration that needs completing on a project, we have allowed everyone on site to spend more time adding value into the project, and less time behind a desk doing paperwork.

Aftercare is a big issue, so we now bring in our defects team six weeks before a project is handed over. They use their knowledge from other projects, to pick up on areas where snags might occur. This way we can reduce the number of defects and deliver a better quality building to the client.

We realised that we needed to focus on creating better partnerships with key suppliers, especially where we have opportunities to do repeat work and create further cost savings. We have reviewed our supplier database, and our aim is to create teams who share the same goals, and work in an environment of trust.

How we plan to use the skills & lessons learned

We are now rolling out the improvements we have made so far across the rest of the company, including our joinery division. The process also allows us to benchmark ourselves using the ‘Business Excellence’ model, so we can see how we are performing in different areas.

We are also going to implement an enterprise resource planning knowledge system next year, which will also help to minimise duplications in our management systems.

My advice for others using CLIP is simple. However well you think your company is doing there are always opportunities to improve, just as we have done by using CLIP. If you can measure something then you can improve it.

LEARNING POINTS

- Set up visual management boards, and use them to record everything that will happen on site for the next two weeks. This way you can plan ahead and manage your resources more effectively.
- Be prepared to spend time encouraging senior and site managers to review and then change the way they work. Have regular meetings to feedback the changes and improvements you have made.
- Communicate what you are doing to your client and supplier, and involve them in the process.
- Take a holistic look at your processes and how they impact on the way you perform at every stage of the project. Ask yourself if each process is benefiting the client, or is it just waste?
- Focus on creating better partnerships with your key suppliers, especially where you have opportunities to do repeat work. Teams will work more productively if they share the same goals, and work in an environment of trust.

“However well you think your company is doing there are always opportunities to improve, just as we have done by using CLIP”

Mike Shires of Baggaley Construction

JARGON BUSTING BOX

■ **7Ws – look for seven wastes that can never be added value:**

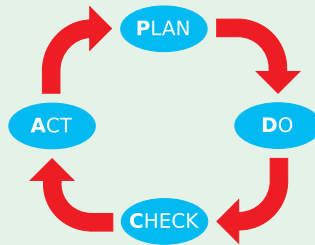
- Motion ■ Transport
- Waiting ■ Overproduction
- Defects ■ Unnecessary inventory
- Inappropriate work or processing.

■ **5Cs – check these to lay the foundations for continuous improvement:**

- **Clear out** – separate the essential from the non-essential
- **Configure** – a place for everything, and everything in its place
- **Clean & check** – assess the current condition of the environment
- **Conformity** – ensure standard easily maintained
- **Custom & Practice** – ensure everyone follows the rules.

■ **THE PLAN-DO-CHECK-ACT (PDCA) CYCLE –**

a way of thinking which encourages continuous improvement



■ **THE CLIP – ‘standard structured approach’ – which is made up of four main stages:**

- **Pre-diagnostic** – setting the aims and training the team in lean tools and techniques
- **Diagnostic** – practically applying the tools to analyse the situation
- **Improvement activity** – looking at the data for opportunities to improve processes
- **Follow up** – identify barriers to success and set improvement actions in place.

■ **VISUAL CONTROL –**

a major part of the CLIP process is to use visual tools to display data, highlight improvements and record ideas. These include:

- **Key Performance Indicators** – are the measure of performance of activities that are critical to the success of an organisation
- **Pareto Chart** – a comparative bar chart that shows the number of defects for each chosen area of work, and the cumulative total of defects over the whole project
- **Fishbone Diagrams** – are used to identify the possible causes of problems. Start by defining the problem to be investigated and write it down. Then draw lines (bones) to represent each cause that runs into it. Finally you can brainstorm what is actually the cause of the problem
- **Priority Matrix** – a quadrant chart used to prioritise which improvement areas to focus on first. For example, you can place activities that will have a high impact at a low cost in one quadrant and focus on these first.

GETTING HELP

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