

Skills development

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Get It Right Initiative

GIRI - skills development



- 2017: CITB launches £500K Productivity Commission
- £315K secured by GIRI members for three skills projects:
 - Leadership skills (Led by Kier)
 - Supervisor and Manager Skills (Led by VINCI)
 - Interfaces (Led by Berkeley)
- Projects completed - end of 2019

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CITB Productivity Flexible Fund Works

- Leadership Training

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Workshop summary

- We explored why reducing error is so important
- We looked at behaviours, processes and how questions can help reduce error
- We looked at identifying the root cause errors
- We produced a set of strategic actions for reducing error

Intro

Problem

Tools

Solutions

Wrap-up

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CITB Productivity Flexible Fund Works

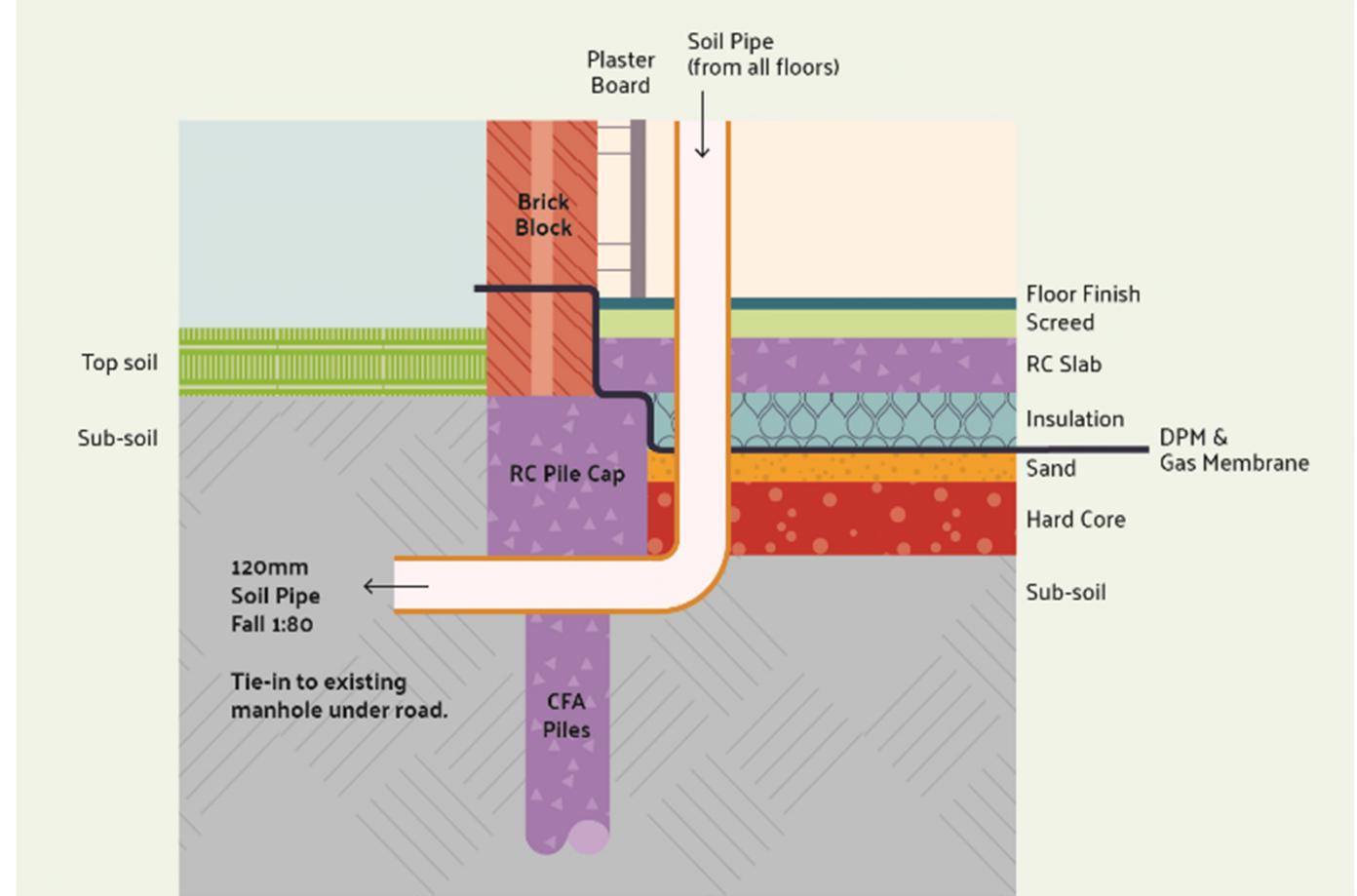
- Interfaces and Design Management Training

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**“Space”
Interfaces?**

**“Time”
Interfaces?**

**“People”
Interfaces?**



Managing an Interface

Spot

Space – Time - People



**Press Pause:
to avoid error**

Assess



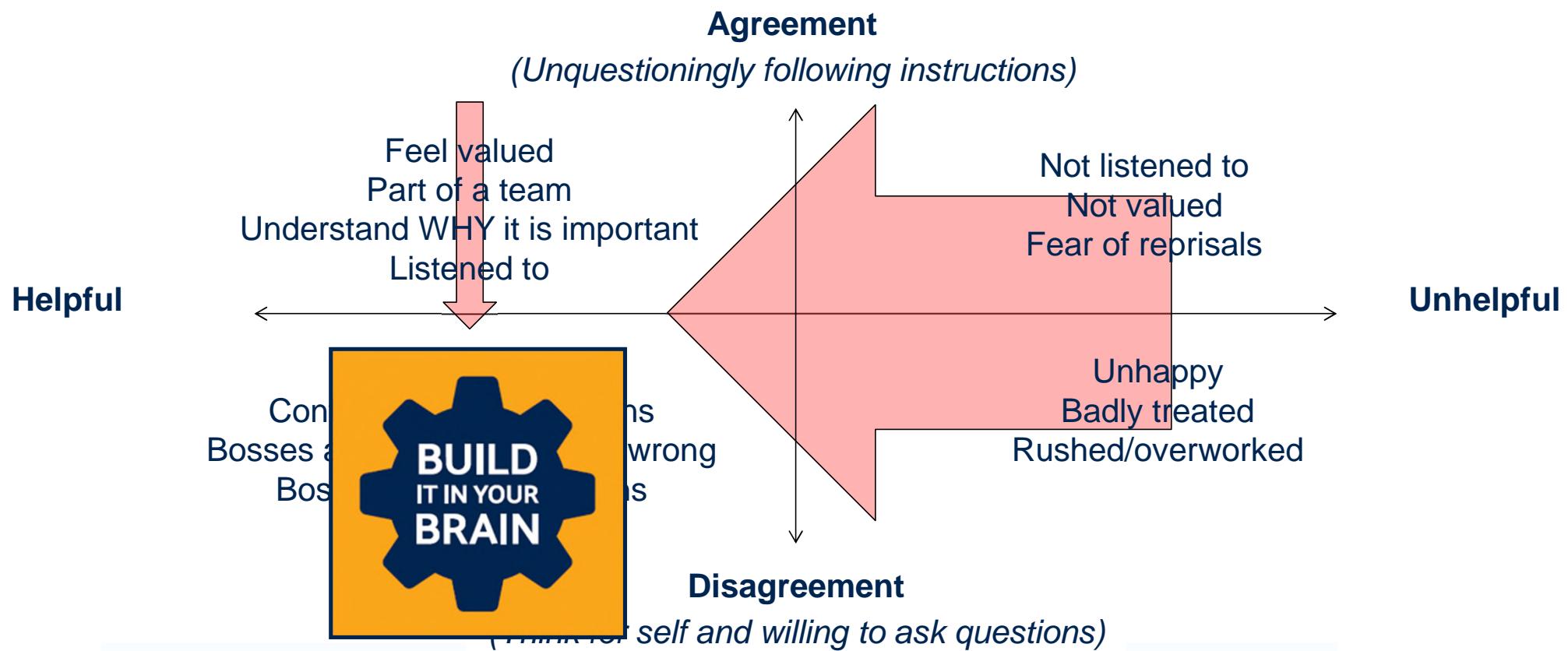
- *"The services and structural steel work aren't shown on the same drawings. This feels like a poorly managed interface. Let's press pause to avoid error."*
- *"We are making assumptions about other elements of the design. This feels like a poorly managed interface. Let's press pause to avoid error."*
- *"We know our part works, but I don't know who is responsible for validating the overall system. This feels like a poorly managed interface. Let's press pause to avoid error."*

CITB Productivity Flexible Fund Works

- Supervisory & Management Skills Training

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Understanding behaviours – Preventing errors

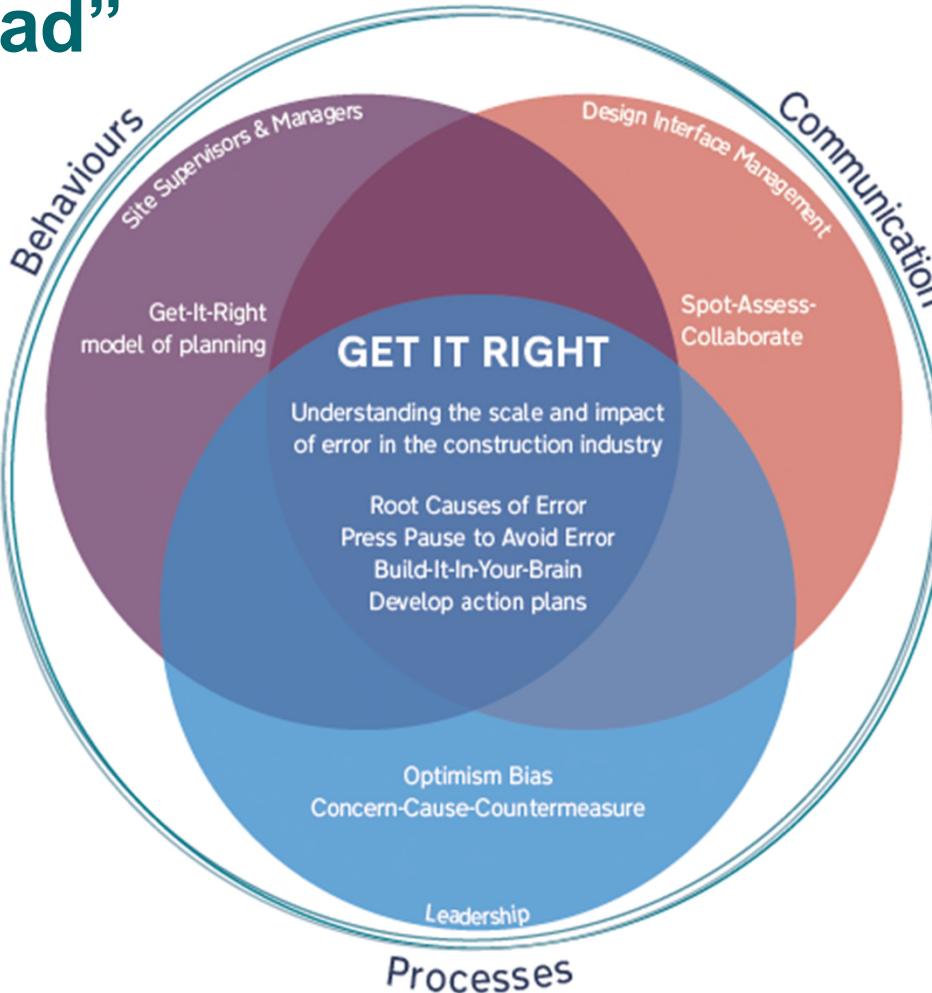


Press pause – to avoid error



- *“The drawings have only just been issued and have a lot of detail, we’re likely to make errors if we start constructing this part before I’ve been able to build it in my brain... I think we need to press pause to avoid error”*
- *“The subcontractor seems to be working in a sequence I wouldn’t have expected, I don’t think he’s had a chance to build it in his brain. I just want to check... let’s press pause to avoid error.”*

“Golden Thread”



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A Guide to Improving Value by Reducing Design Error

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A Guide to Improving Value
by Reducing Design Error

A Guide to Improving Value by Reducing Design Error

1 Culture <p>Every project needs a clearly defined intent, a consistent focus on outcomes and the project team to work seamlessly together and adopt the process of back-briefing.</p>	2 Increased Investment <p>Increased investment in design reduces project error.</p>	3 Robust Approach <p>A clearly defined and well managed design process should be established at the start of a project, and involve all key members of the project team.</p>	4 Collaboration <p>Every project will benefit from collaboration, and effective collaboration will lead to more successful projects with fewer errors. It is up to clients and leaders across all disciplines to act to enable collaboration to take place. The adoption of a Partnering Charter should be a key goal at the start of any project.</p>	5 Plan <p>Develop a comprehensive project specific plan of work.</p>	6 Brief <p>The briefing process is fundamental in defining Client needs and expectations, and requires sufficient time to be completed in collaboration with all relevant parties.</p>
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7 Information <p>Correct and well communicated design information is integral to successful communication between Designers, Clients and Contractors.</p>	8 Stakeholder Management <p>Time invested in understanding stakeholder needs and the Client's sign-off and approval process is never wasted.</p>	9 Opening Up & Closing Down <p>'Opening-Up' and 'Closing Down' a project allows for all creative thinking and key decision making to be carried out and completed in good time prior to preparation of subsequent production information. This reduces the necessity for change and hence the opportunity for errors.</p>	10 Contractor Input <p>All projects, regardless of the form of contract or procurement, would benefit from Contractor advice at the design stage. This should be encouraged and would lead to a reduction in design errors.</p>	11 Handover <p>If a comprehensive set of information is produced at the handover stage and communicated and reviewed effectively, then the design is less likely to be misinterpreted, resulting in fewer errors.</p>	12 Guiding the Design Team <p>Introduction of an Independent Principal Consultant as the 'controlling mind' for design development is critical to ensure that design-related communications are robust, co-ordinated, and well managed.</p>
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Information

Correct and well communicated design information is integral to successful communication between Designers, Clients and Contractors.

Harnessing technology to eliminate error

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Harnessing technology to eliminate error

GIRI's original Technology Report found that the UK lags behind other major economies such as France, Germany and the US in terms of construction industry productivity growth: from 1997 to 2008 it grew by just 0.8%.

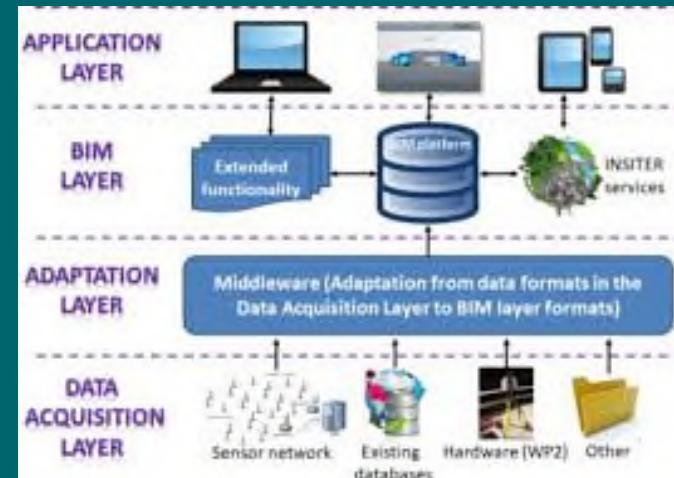
An over-riding principle of the *Get it Right Initiative* is that eliminating error improves productivity, leading to increased value.

GIRI commissioned research into the current status of use in the industry of technology which directly assists the reduction of error, along with suggestions of where to look for further developments.



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Adoption of digital techniques



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Harnessing technology to eliminate error

Update on research progress

Our latest research project undertaken by Grant Mills at UCL was completed and the report published in April 2020.

This was based on a survey sent out to all members in February 2020. The findings provided further background and contexts for consideration.

Conclusions

1. Extend the application of a specific survey instrument
2. Detailed evaluation of a specific technology
3. Error-reduction case studies

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Harnessing technology to eliminate error

This latest research demonstrated the breadth and depth of technology availability and the varying levels of technological maturity in the construction sector.

To learn from the conclusions and focus on the technologies which directly assist in error avoidance we need to answer a couple of fundamental questions:

- How does technology support existing best practice?
- How does technology support ensuring the right people get the right information at the right time?

We need to look at how existing technologies contribute to these outcomes and perhaps more importantly, identify any shortfalls.



Harnessing technology to eliminate error

GIRI Technology Working Group – case study research proposal

GIRI's initial research identified the root causes of error in projects. The root cause ranked third out of the top ten causes was '**poorly-communicated design information**'.

Research proposal: Carry out case studies into the current use of technology to communicate design information at construction stage to personnel on site.

The purpose of the research is to find out what technologies are being used on projects to ensure that clear, concise and correct information is easily accessible to people carrying out construction work on site, and this information contains everything that is needed to complete the work correctly.



UNIVERSAL METRIC FOR ERROR

Error Frequency Ratio (EFR)

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Error Frequency Ratio

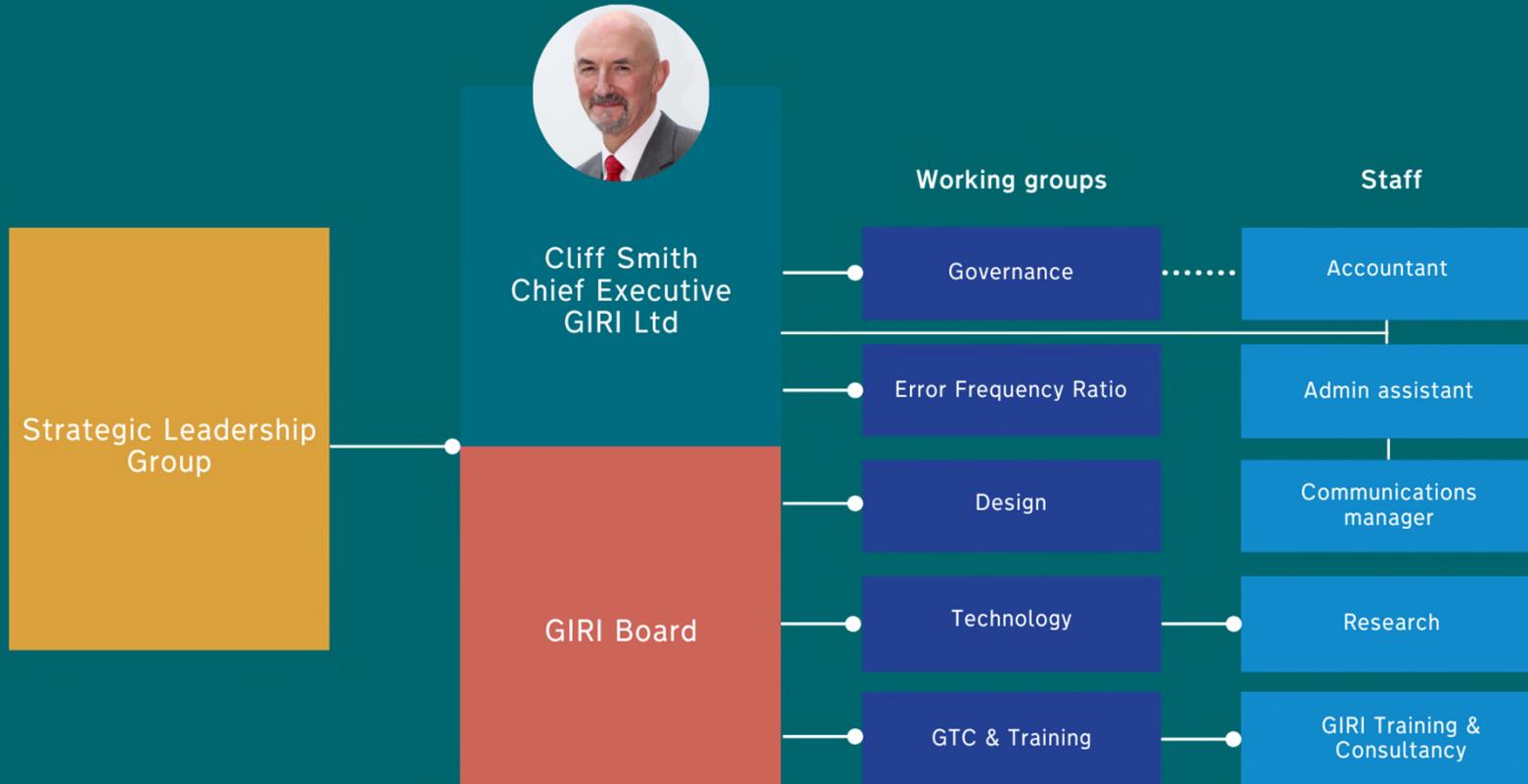
- Simple
- Transparent
- Consistent
- Universal

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Our plans for 2021

- Launch of GIRI Strategic Leadership Group
- Project start-up workshops (member focused)
- Review strategic aims & objectives to align with current thinking
- New edition of the GIRI Design Guide
- GIRI discussion forums and ‘Insurance insight’ webinars
- GIRI training rollout
- Continue work on EFR

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Strategic Leadership Group

To provide strategic direction to the executive director and board to ensure successful and sustainable outcomes which align with the future needs of the industry.

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Strategic Leadership Group members

Mark Hansford

Director of Engineering Knowledge, ICE

Alastair Hitchcock

Head of Engineering, Phase 2, HS2

Paul Lowe

Partner, Weightmans

Emer Murnaghan

Head of Responsible Sustainable Business, Graham

Ed McCann

Senior Director, Expedition Engineering and Vice President, ICE

Sarah Williamson

Civil Programme Director, Sizewell C

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“Any part of this sector who thinks they can
survive by standing still or defending their current
territory is sadly mistaken”

Dame Judith Hackitt

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Get It Right Initiative

Driver of cultural & behavioural change in the industry

Working together to eliminate error,
by industry, for industry.

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