Project owner:
Craig McCallum, BBRCE Management Systems Manager

Project name/System name:
ProCEL libraries 1, 2, 4 and 5
Objectives

Initial objectives

The original objective was to adopt a process approach to business management rather than a ‘set of manuals approach’.

As a result of significant corporate activity since adopting the Triaster Solution, the objectives have changed several times.

Firstly, a key objective for the solution became the integration of the business management systems of the Major Highways and Civil Engineering divisions of the company.

Secondly, an internal re-organisation has led to the requirement for independent management systems for Balfour Beatty Major Civil Engineering and Balfour Beatty Regional Civil Engineering (BBRCE) operating companies.

This submission concentrates fully on the reengineering of the existing libraries to provide a new integrated library for BBRCE from the legacy Regional Civils and Birse Civils systems.

Balfour Beatty Regional Civil Engineering (BBRCE) provides its customers with a locally resourced service across the UK through five divisions dedicated to regional growth.

A key advantage of our businesses is that we are able to provide the financial security and resources of a major national contractor applied on a local basis. This approach is extremely popular with our customers as they benefit from:

- Safety focused teams
- Experienced and competent personnel
- Established proven management systems
- Developed supply chain relationships
- Partnering expertise
- Cost efficient, value for money, customer-focused solutions

Our regional management teams and employees provide a local, focused, relationship based service. Local offices ensure that regional resources and intelligence can be efficiently applied to every contract we undertake.

In addition to traditional contracts, our regional businesses have a long track record of working in frameworks, partnerships and alliances. Our work ethos is one that embraces change, welcomes new ideas and supports the move towards a more cooperative approach in construction.

We have circa 3000 staff and operatives and turn over circa £600m/annum.
Additional objectives achieved

We are now in the final stages of integrating Birse Civils into the RCE management system and plan to go live in July 2009 following a roadshow in May and June. This is 85% complete.

System usage scenarios

- In BBRCE there are some functions that have a high degree of central control whereas the employees are based in the regional offices throughout the UK and Ireland. The control of business critical documentation in the Tendering Process has been improved by the library, the estimating teams know that the most up to date data is available from the process library and delivers a consistent product to both senior personnel within the organisation and to the Balfour Beatty group.

- The feedback facility was heavily promoted at roll out, emphasising that the system is for all and all can influence. Over the years many sensible suggestions and requests have been submitted and approved for inclusion within the library, giving both a better product tailored to suit the user and a greater degree of ownership and trust.

- Within Regional Civil Engineering, there has been a drive to produce a new library that suits Birse Civils and RCE operations. With the roll out of the system about to commence, several of the Process Owners are using the library as a vehicle to deliver the requirements of the company. The use of the library in internal training has been a long established tool.

Achievements

Proportion of intended process captured

A major part of the management system is the construction site-based processes. These are the processes carried out by the people actually working at the point of construction. There is 100% coverage of processes here.

The departmental processes (i.e. those carried out by people in the company’s offices) are nearer 90% complete.

Level of take-up across the organisation

There has been a sea change in the last 2 years in terms of buy-in. There were a lot of internal issues to begin with related to cultural acceptance of a web-based system. Over time, and as a result of an active communication programme, it has become more accepted. It is now routinely used for induction purposes and for obtaining current and valid information that is required on a daily basis.
Buy-in and take-up from the people on the construction site is very high. Back-office take-up and buy-in is taking longer to acquire, but there’s evidence that the system is bedding down and attracting credibility and reliability.

The system has yet to be rolled out to our colleagues in Birse Civils but feedback from those involved in the integration process has been positive.

Data captured behind process elements
We have not yet started to use the metrics but see a potential to do so.

Senior management feedback

- “You will have seen recent newsletters announcing the creation of separate Major and Regional Civil Engineering businesses. This restructure has been designed to provide platforms for the growth and development of both businesses, building on the strengths and reputation of the Balfour Beatty brand. Our internal operating processes and business management systems – widely known as ProCEL in the Major Projects, Northern and Southern Divisions – are central to upholding the image of this brand.” – M Scott (Managing Director) Newsletter CEL/07/021 4 April 2007

- “I have just notice the new ProCEL interface is available and I must say it looks rather good.” - Mark Thomson, IT Director

User feedback

- “Exactly what we have been looking for; it lets us keep up to date and track changes.” - Phil Morgan, Contracts Manager Northern Region

- “This is spot on for keeping us up dated as we requested. It includes all the relevant information and allows us to quickly link into and view the changes.” - Sean McCready, Project Manager Northern Region

- “Thanks, Team ProCEL, you’re the best!” - Robert McDougall, Site Agent Raynesway Construction

- “ProCEL appears to be very comprehensive and includes everything required. Thanks for that.” - Paul Wright, Senior Agent, Birse Civils

Professional recognition, awards or publications based on the system

Four major internal reviews have been performed that involved the system such as “Working at Heights”. On every single review, ProCEL was said to be fine and did not need altering.

The Legacy Library was Shortlisted for the Quality in Construction Awards 2007.

The new RCE Library has not been offered up for any award yet.
Benefits

Benefits achieved

- As a consequence of implementing the system, all associated documents, forms and templates are now also stored in a common central location. This has removed unnecessary duplication and reduced the number of form variants in circulation. It has also meant we have identified specific document owners and have been able to more easily standardise and reduce the number of working documents.

- In a working environment, where failure or inconsistency in Health and Safety can lead to genuinely dangerous situations, this type of benefit is very significant.

- The management system is helping us work at tendering stage with customers as well as integrating new colleagues into the business.

- One accurate source of information and supporting documentation.

- The ability of the internal customer to openly comment on the library and have a positive effect for them and their colleagues.

- The legacy manual system required intensive human and material resource to continually update and distribute a series of Controlled Manuals.

- We have an intake of graduate engineers on an annual basis and the web-based system is more akin to their environment, achieving buy-in of understanding and acceptance.

- Instant delivery of standardised forms has done away with the time and resource spent on each of our projects across the UK and Ireland creating a bespoke version.

- The same point also ensures a consistency of branding, many of the forms in use interact with the customer and this supplies a stream of consistency that customers can associate with the Balfour Beatty brand, delivering on our objective to be the Contractor of Choice.

Process improvement examples

We found that many of the existing processes were lean and very little superfluous material was in place. We’ve used external sources and internal customer feedback to improve what was originally a pretty good system.

Innovation

- We have added a change history for forms and templates.

- We have added a report so that all documents referenced from the system appear in descending order of when they were last changed. The list is automatically updated during publish which required us to amend the Publication Server.
- We regularly produce an e-news communication programme which both links to and is linked from the management system.
- Each month, a copy of the system is put on a DVD and circulated to all the regional offices.
- We have used the pictorial homepage images to support and promote current campaigns.
- In the examples below the Zero Harm Campaign, a BB plc initiative to achieve Zero Harm – that’s zero deaths, zero injuries to the public and zero ruined lives among all our people – by 2012. It will involve not just our employees but also stakeholders including employees of our subcontractors and of our customers. Additionally, we use a rolling strap line to reinforce our business objective to be the Contractor of Choice (shown circled below).

Integration Area, note the use of current Balfour Beatty Group Campaign Zero Harm Imagery
Current Live site, note the use of the images to rotate a series of 6 of 14 Take Care Campaign Posters.

New style landing page - the use of ordered hyperlinks in the shape sheet giving the library that “book and chapter” feel the Process Owner so desired. Note also the colour pallet in the Birse/RCE integration site reflects the RCE (khaki) and Birse (mint) colours. These are further amplified in source maps to highlight subtle differences in operating practices see below middle and bottom left activities.
Note also the standard “footer” providing quick links to intranet/internet and other ProCEL supporting and enhancing items.

If you have any questions or would like further information please contact us on 0870 402 1234 or by e-mailing info@triaster.co.uk