



Mace - Hertford Office
Programme Management
2004

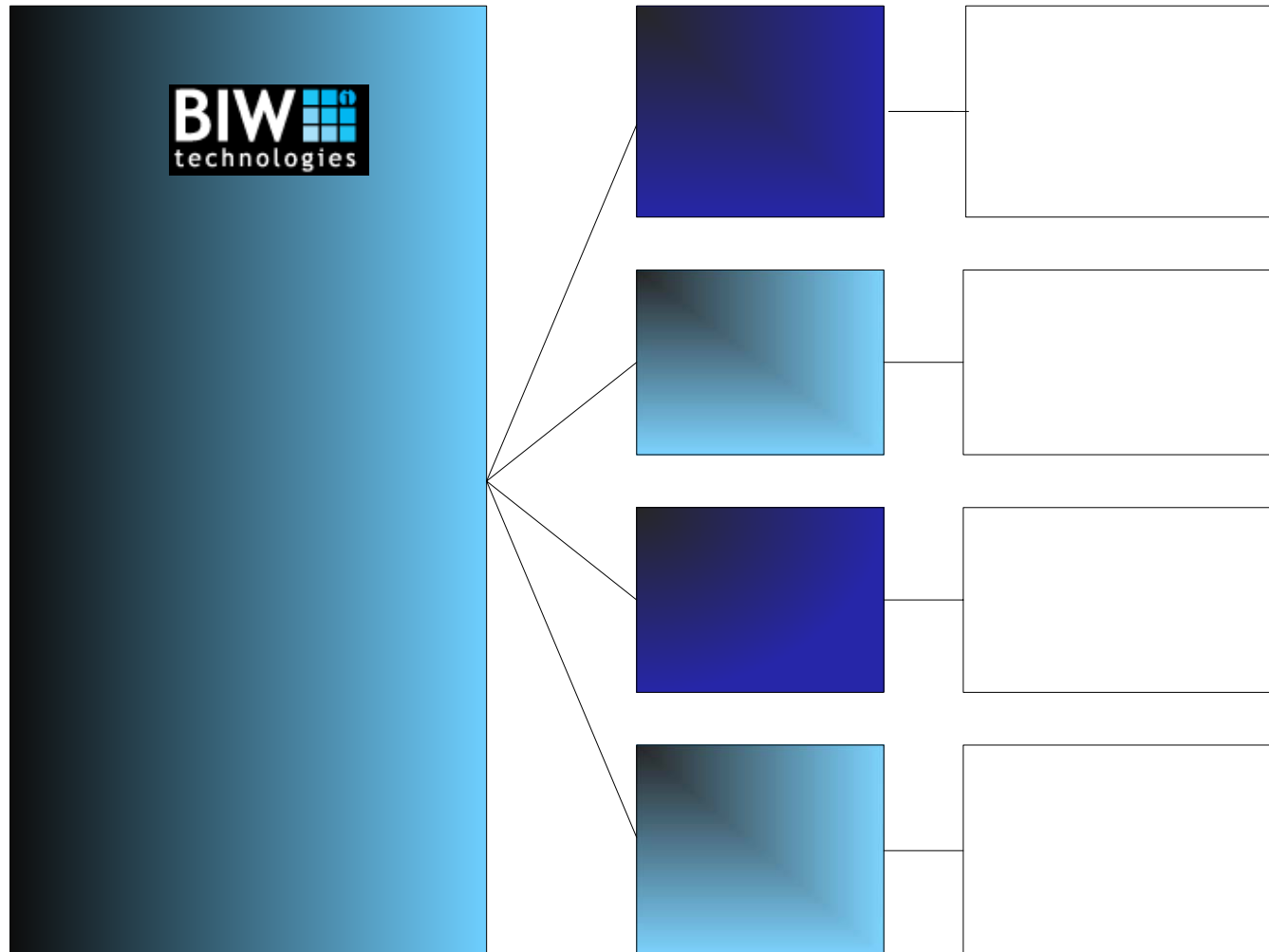


BACKGROUND - INTRODUCTION

- Hertfordshire County Council
- Contract to deliver Capital Works Programme (for projects over £100,000) based on anticipated HCC annual capital expenditure £20-30m / year
- Total number of projects currently under Mace management - 250
- Total value of projects under Mace management - £100million
- Projects allocated to 6 No Framework Contractors each having a 5-year partnering agreement with HCC through Mace (consultancy project completed ahead of Mace's formal commission start in March 2003)
- Complete Best Practice Programme in place for Mace and Contractors

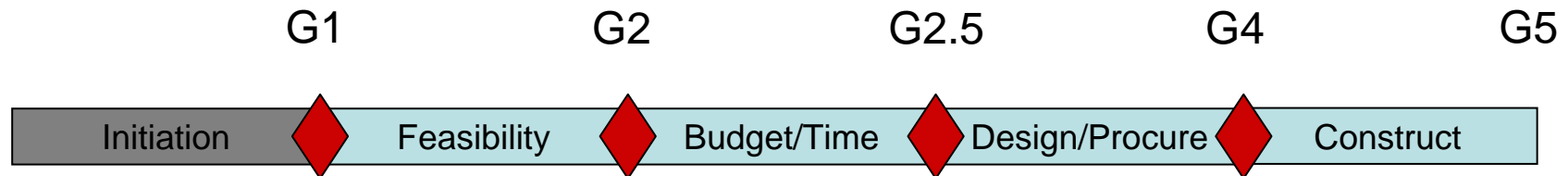


INTRODUCTION – PROCESS TOOLS





GATEWAY PROCESS - Initiation

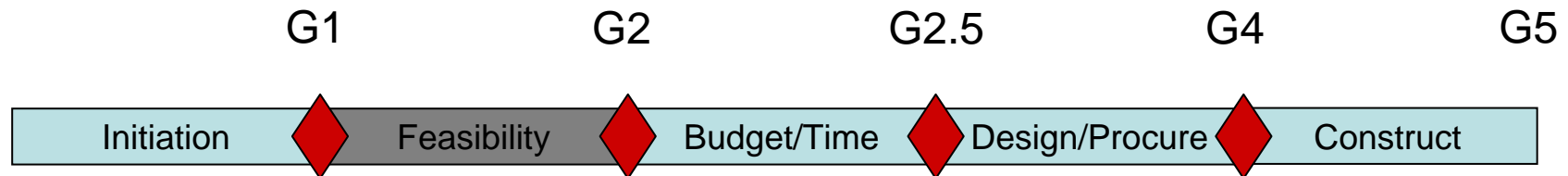


“What are we being asked to do?”

- Terms of Reference
- Team Briefing Workshop – Problem, Objectives, Requirements, Options
- Initial Studies
- Data Gathering – We are identifying the basis on which we are to proceed.
- Strategic Brief
 - Statement of Need
 - Statement of Requirements
 - Statement of Options
 - Initial Studies for an assessment of need – Preliminary Business Case



GATEWAY PROCESS - Feasibility

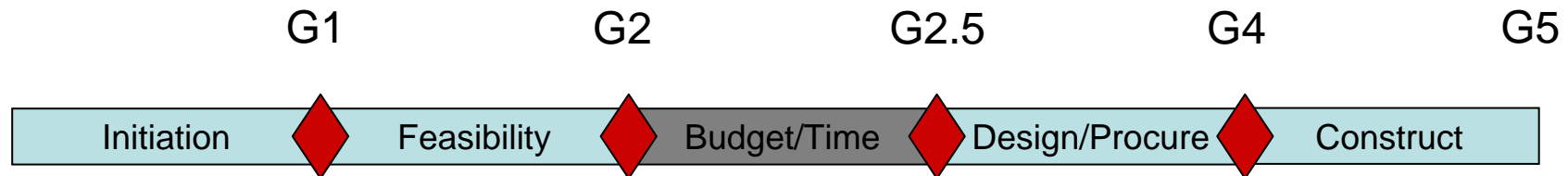


“Here is our response to the question we have been asked”

- Consultation with stakeholders
- Procure specialist surveys, specialist consultancy and investigations
- Feasibility study of options identified at Gateway 1
- Outline ‘draft’ Programme
- Feasibility Report
 - Feasibility and Sketch Plans
 - Topographical Survey, Soil Investigation Report, Buildability Review
 - Project Brief
 - Framework Placing Report



GATEWAY PROCESS – Fix Budget/Time/Fee (Baseline KPI's)

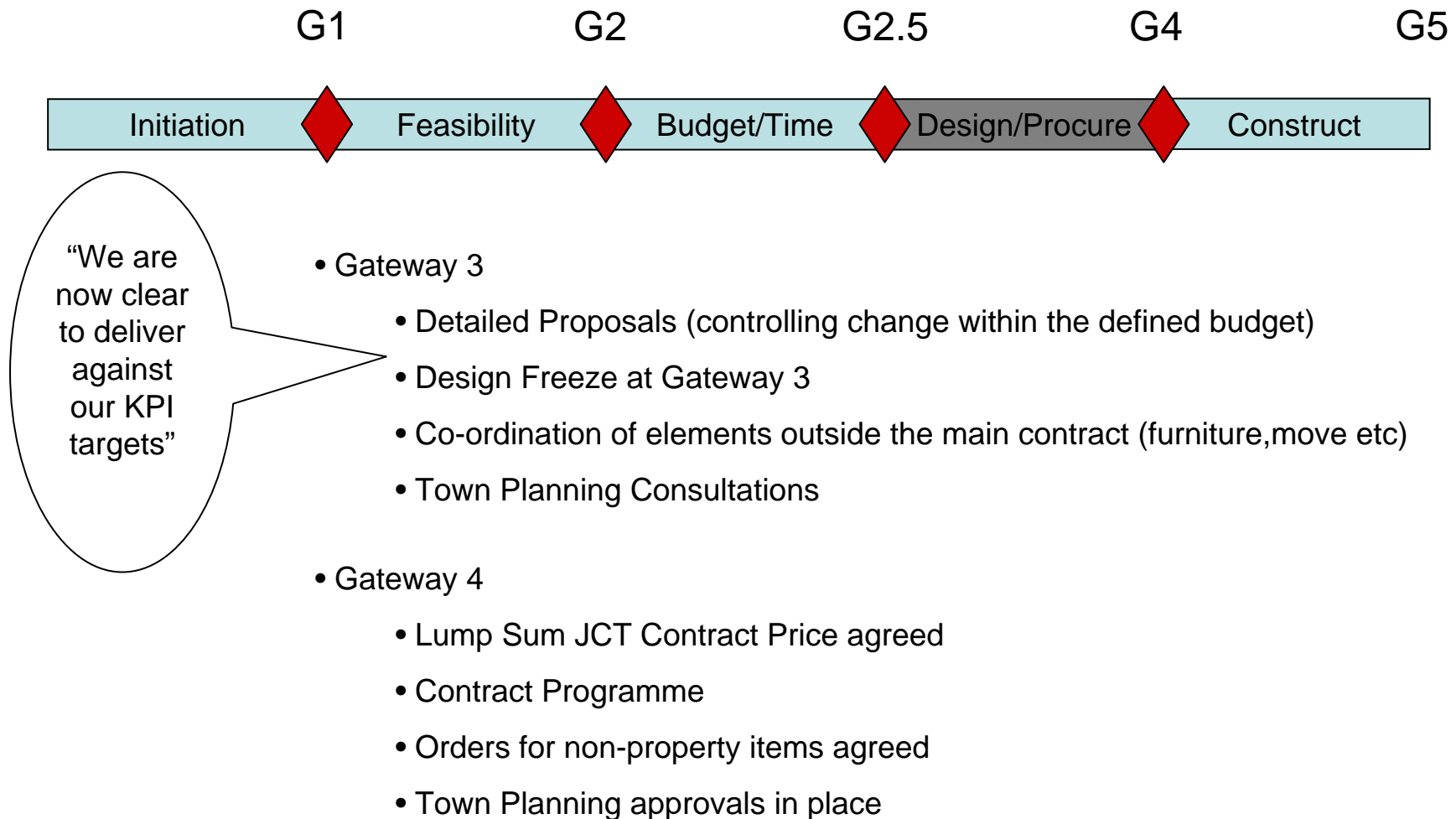


“We are now clear on the way forward and have fixed the brief”

- Develop the Project Brief and Outline Proposals to fix the project parameters
- Validate the outputs from Gateway 2 and proceed to confirm selected option
- Set the budget, the programme, the fee and resultant KPI set
- Appoint Framework contractor on ‘pre-contract duties’
- Gateway 2.5
 - Fixed budget, fee, programme
 - Outline proposals
 - Cost Estimate
 - Project Brief

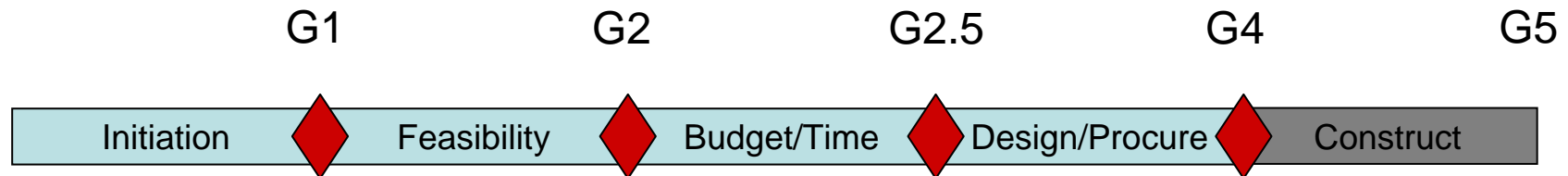


GATEWAY PROCESS – Design/Procure





GATEWAY PROCESS – Construct



“We
need to
learn
about
what
went
right /
wrong”

- Administer contract on site, including change control procedures
- Sign off payments
- Sign off contract at Practical Completion
- Aftercare
 - Performance measurement report
 - Customer satisfaction feedback
 - Lessons learnt
 - Review training needs, review processes (as necessary)



GATEWAY FORMS

	A	B	C	D	E
1					
2	GATEWAY APPROVAL 2.5		Commit to Invest: Outline Design, Approve business case set budget, fix fee & base point KPI's		
3					
4	Town / Site / Description				
5					
6	[Mace Project No.]			[Walker Code:]	
7					
8	I recommend that this project proceeds to detailed design subject to the following qualifications (state none if none)				
9	0				
10	Construction cost	Original estimate G2	Current budget G2.5	Account code	
11	Works - main contractor [A]	£0.00	£0.00	91201	
12	Works - other contractor [A]	£0.00	£0.00	91201	
13	Landscaping	£0.00	£0.00	91211	



PROJECT MANAGEMENT SYSTEM (PMS)

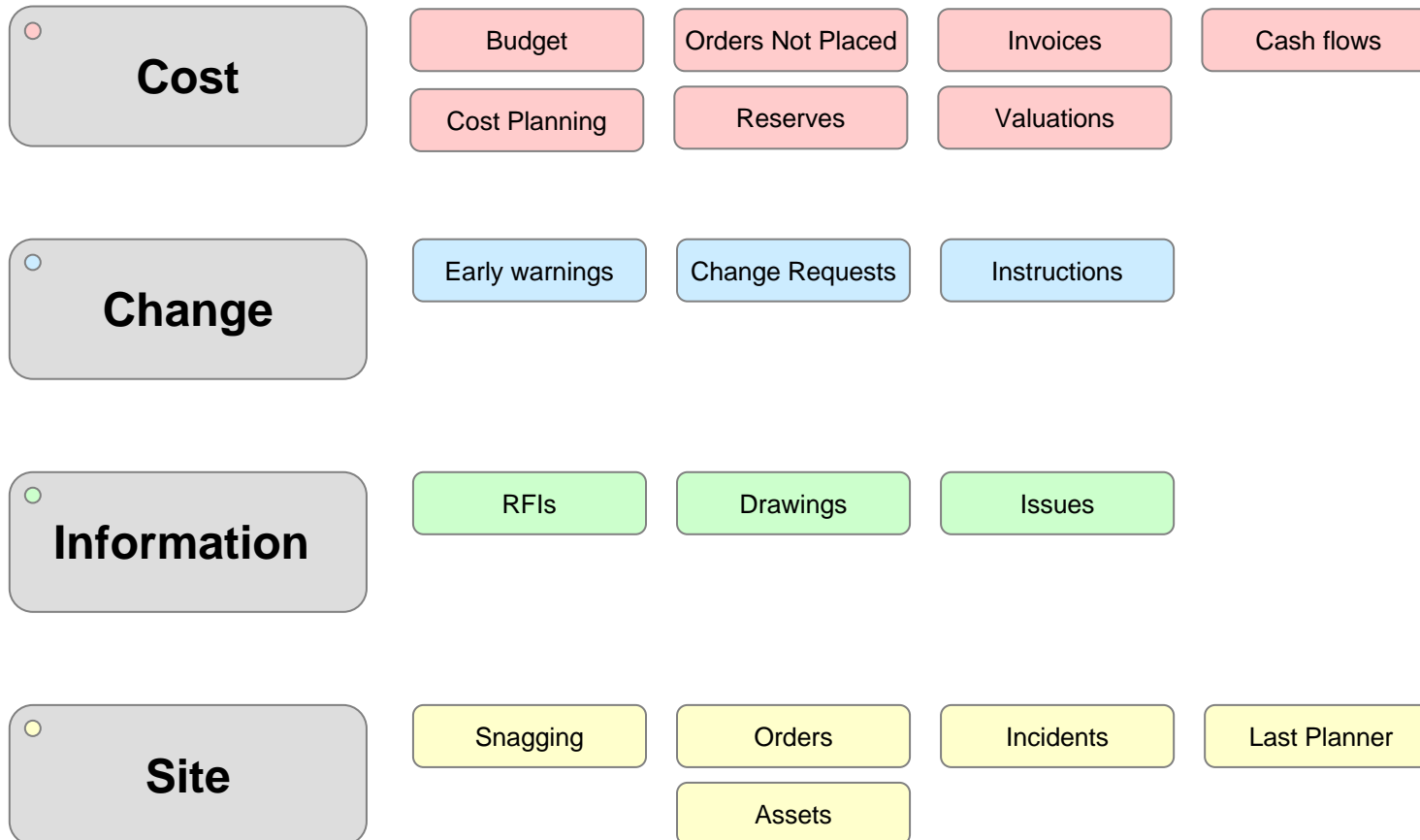
A computer system for administering construction projects

- Microsoft Access Database available for multiple users
- Owned and developed by Mace
- In use 9 years
- Can be used for single projects or programmes of work
- Aggregate project value over £5+ billion



PMS

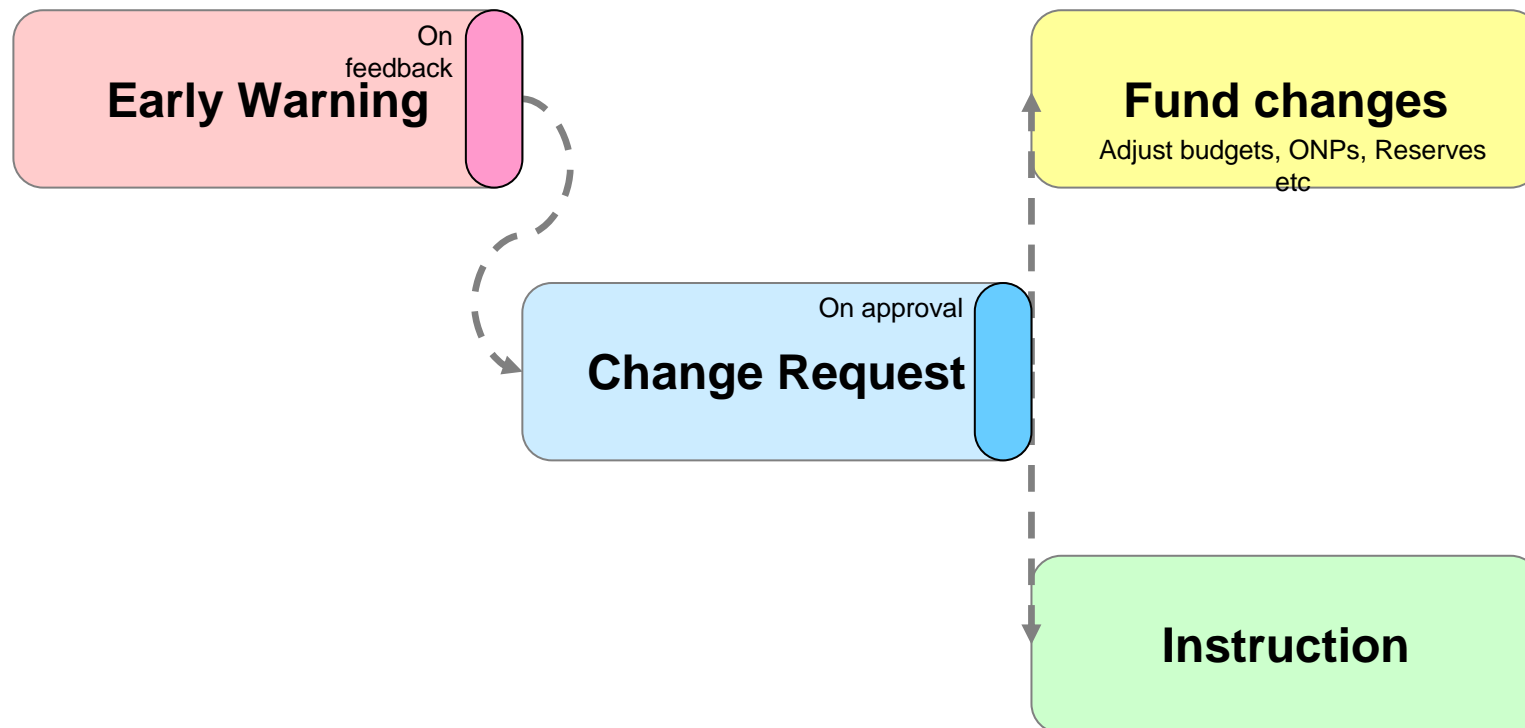
Primary functions





PMS

Change management



--- Optional process →



PMS

Mace PMS

Also features ...

- Comprehensive reporting
- Project customisation
- Full audit trail
- Definable user access





BUSINESS MANAGEMENT SYSTEM

Staff placement report All records shown Resource management system

Figures show percentage allocations on projects

Project Nr and title	2004												Total	Budget	Variance	
	J	F	M	A	M	J	J	A	S	O	N	D				
Total allocation	58	55	40	20	20	16	17	10						190	0	190
0218 - Hemel Hempstead - Cavendish School - music, drama (EDC1066)																
David Toward														1	0	1
Total allocation														1	0	1
0226 - Hemel Hempstead - Hemel Hempstead School - New 6F block (EDAF2019)																
Matt Elms														15.3	0	15.3
Andrew Gilbert														12	0	12
Ian Harding														84	0	84
Paul Healey														46	0	46
Kenneth Handley														15	0	15
Alex Jones														25	0	25
Hay Parkidge														32	0	32
Tony Peck														44	0	44
Uarry Pollock														2	0	2
John Solomon														126	0	126
Rose Tall														42	0	42
Lynne Yee														15	0	15
Total allocation	190	119	66	40	40	37	32	20	20	15	10			406	0	406
0219 - Hemel Hempstead - Holtmere End - 2 classroom ect																
Rio Bolognora														113	0	113
Paul Healey														46	0	46
Kenneth Handley														20	0	20
Alex Jones														15	0	15
Hay Parkidge														9	0	9
Tony Peck														19	0	19
Uarry Pollock														12	0	12
Lynne Yee														55	0	55
Total allocation	56	30	47	50	21	22	19	17	15	5	5	5	5	240	0	240
0103 - Hemel Hempstead - Holtmere End - remodel for separate classrooms (EDC20263)																
Lynne Yee														2	0	2
Total allocation														2	0	2

Mace Limited
27 February 2004 11:25 am

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m|a|c|e
Business management system

- Projects
- Staff
- Companies
- Resource Planning
- Budgeting
- Cash Flow Forecasting
- Invoices

Our fully integrated **Business Management System**, tracks the project allocation of all our staff, enabling us to review allocations by staff or project to ensure we work at optimum efficiency





PERFORMANCE MANAGEMENT SYSTEM (PMS)

- 10 'Headline' Key Performance Indicators
 - Customer Satisfaction – Service ('killer' KPI)
 - Customer Satisfaction – Product
 - Quality – Defects
 - Safety ('killer' KPI)
 - Predictability Cost – Design
 - Predictability Time – Design
 - Predictability Cost – Construction
 - Predictability Time – Construction
 - Cost Reduction
 - Time Reduction
- Year-on-year rising targets, established to ensure continual improvement throughout our contract with HCC.



The KPI's – Targets & Results

KPI	Measure	Year 0	Year 1 TARGET	Year 1 PROV.	Year 2*	Year 3	Year 4	Year 5
Client Satisfaction Product	% scoring 8/10 or better	50%	65%	80%	73%	79%	85%	90%
Client Satisfaction Service	% scoring 8/10 or better	57%	62%	80%	65%	76%	80%	85%
Defects on handover	% scoring 8/10 or better	36%	50%	80%	58%	74%	86%	100%
Safety Accidents	Mean Accident Incidence rate per 100k employed	No Data	900	0	863	650	495	300
Predictability Construction Cost	% on target or better	39%	46%	100%	50%	67%	75%	80%
Predictability Construction Time	% on target or better	36%	52%	80%	61%	76%	80%	85%
Predictability Design Cost	% on target or better	17%	47%	100%	63%	73%	81%	85%
Predictability Design Time	% on target or better	41%	44%	100%	46%	60%	81%	85%
Construction Cost	Change compared with one year ago	No data	N/A	N/A	TBA	0%	-2%	-5%
Construction Time	Change compared with on year ago	No data	N/A	N/A	TBA	0%	-8%	-15%

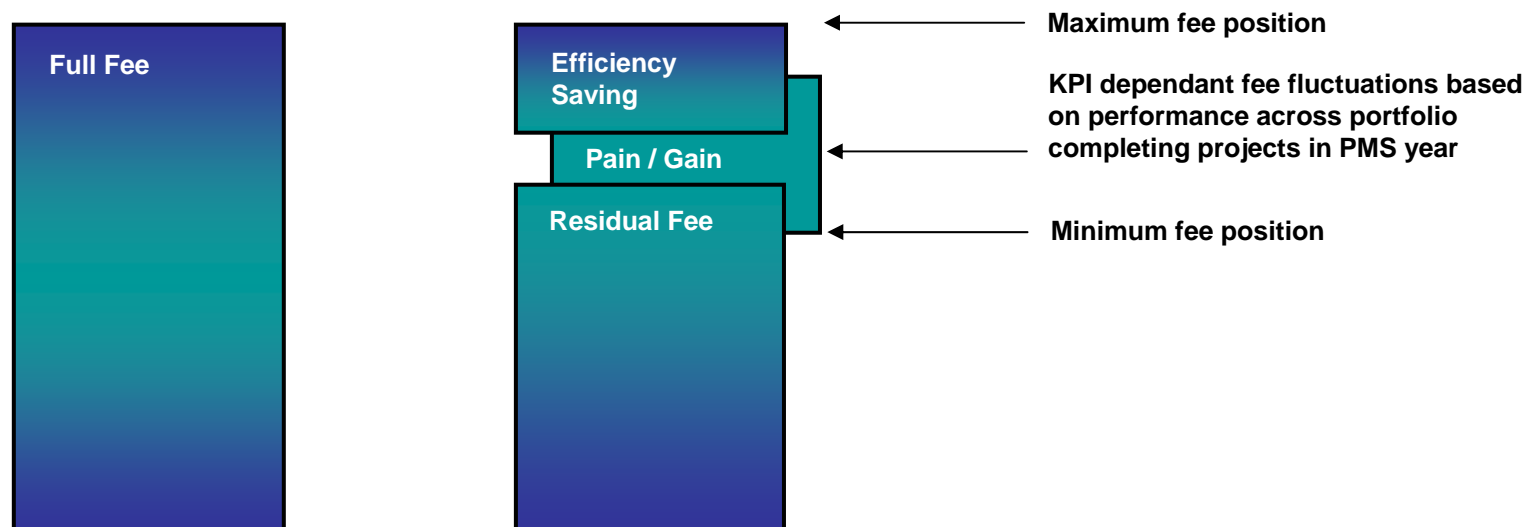


PERFORMANCE MANAGEMENT SYSTEM (PMS)

- Pain / Gain System

- Both Mace and the Framework Contractors are at financial risk if our targets are not met.
- Contractors are back-to-back with Mace on KPI's
- Complex pain / gain system of efficiency savings and bonus payments

- Mace Pain / Gain:





PERFORMANCE MANAGEMENT SYSTEM (PMS)

- In order to hit our targets we have to employ best practice techniques including:
- Contractor Best Practice Programme:
 - Regular 'Best Practice Forum' with all contractors and stakeholders
 - Monthly 'Liaison Meetings' for contractor specific improvements
 - Workshops
 - Focus Groups for e.g. Sustainability, Life Cycle Costing, Integrated Programming, Standardisation, Supply Chain, Managing Expectations, Continuity of Workload
 - 7 steps to an integrated team etc...
- Mace Improvement Programme:
 - Behaviour Change Programme
 - Performance Results Descriptions
 - Focus Groups for e.g. Sustainability, Health & Safety, Continual Professional Development (CPD), Peer Review, Design Standards (Specifications)
- Hertfordshire Best Practice Club – share knowledge



PERFORMANCE MANAGEMENT - TOOLS

- Gateway Forms – record & forecast the non- subjective KPI's

Figures for KPIs (must be completed)				
KPI			Score	KPI Score
End User Satisfaction - Product				0
End User Satisfaction - Service				0
Defects on Handover				0
Safety Accidents				1
	Planned @ G2.5 (a)	Actual		
Predictability Construction Cost	£0.00		0%	0
Authorised Change-Construction Cost*(ref no.)	£0.00		0%	0
Predictability Construction Time	Planned @ G2.5 (a)	G5 Actual (b)		
Construction Start on Site	00/01/1900			
Practical Completion	00/01/1900			
Construction time in weeks	0.0		0%	0
Authorised Change - Construction Time*(ref no.)	0.0		0%	0
	Planned @ G2.5 (a)	G5 Actual (b)		
Predictability Design Cost	£0.00		0%	0
Authorised Change - Design Cost*(ref no.)	£0.00		0%	0
Predictability Design Time	0		0%	0

- KIT CAT – initially a tool to measure Customer Satisfaction but has been developed into a bespoke tool to do much more...

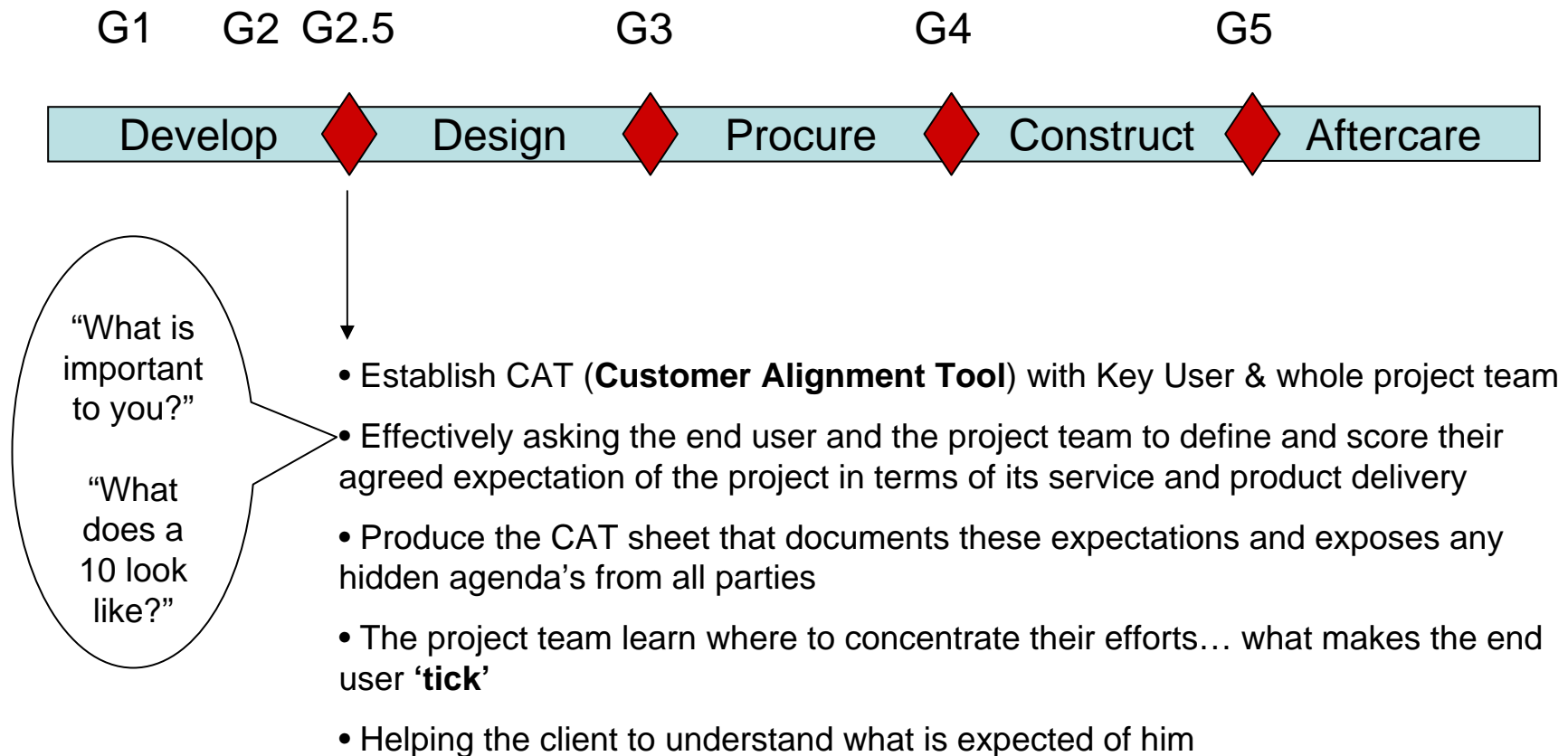


KIT CAT

- Two newly developed bespoke tools to benchmark and subsequently monitor and manage end user satisfaction...
- KEY IMPROVEMENT TOOL CUSTOMER ALIGNMENT TOOL
- Identify 'end user client' at end of feasibility (Gateway 2) – for measurement of end user satisfaction KPI's
- Set up CAT workshop to establish 'benchmark'
- 'End user client' and all other stakeholders continuously score project team (at agreed strategic points the project) using online questionnaire tool
- Re-occurring "problems" highlighted and targeted by Hertford 'Best Practice' team and Leadership team



CUSTOMER ALIGNMENT TOOL - CAT





CUSTOMER ALIGNMENT TOOL – CAT WORKSHOP

- Attendance:
 - The complete project team, including:
 - the ‘end user client’
 - the project sponsor (fund holder client)
 - the Mace project manager and Mace design/cost team
 - other key stakeholders e.g. external architects, engineers, contractor, key sub-contractors, suppliers, specialist consultants
- Agenda:
 - Ask the client for their interpretation of each ‘moment of truth’ on the questionnaire
 - Allow the project team, as a whole, to discuss the client’s vision of success
 - Agree and record the final interpretation
 - Identify importance of each one
 - Ask the client to rate their expectation for the service level for each ‘moment of truth’



CUSTOMER ALIGNMENT TOOL – CAT WORKSHOP

- Aims are:
 - to identify what each client expects from the project team on every specific project across the portfolio (currently over 200 projects)
 - to help the client understand their role and how they can help improve our ability to deliver a quality service
 - to help the client understand what is expected of him
 - to help all members of the project team to understand their mutual responsibilities to one another and establish accountability
- Benefits are:
 - to know where to concentrate the effort – note: Pareto’s ‘80/20’ Principle
 - to identify key issues, expectations & improvements - early in the project
 - to expose hidden agendas – and avoid late surprises
 - to promote the integrated project team – in support of our behaviour change programme
 - to promote greater (and more predictable) client satisfaction!



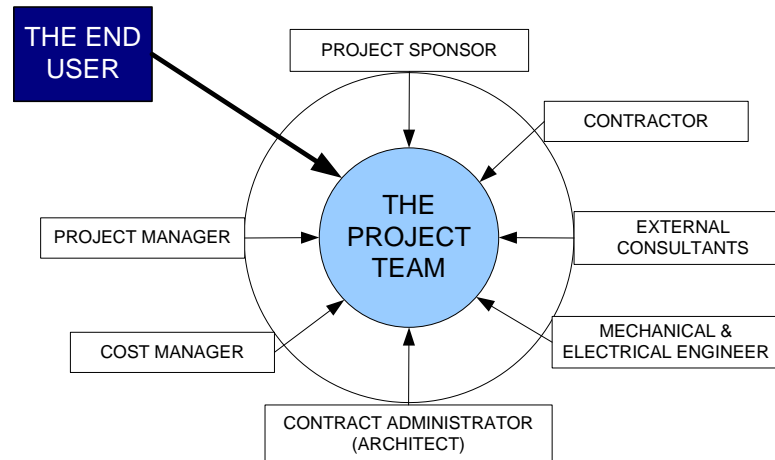
CUSTOMER ALIGNMENT TOOL – CAT SHEET

- A CAT sheet is available for use in the CAT workshop
 - Contains standard definitions to the questions – for assistance
 - Can be redefined at CAT workshop
- Records the client's expectation
- Available online (KITT-online) when the end user is scoring the project team
- Provides guidance on scoring



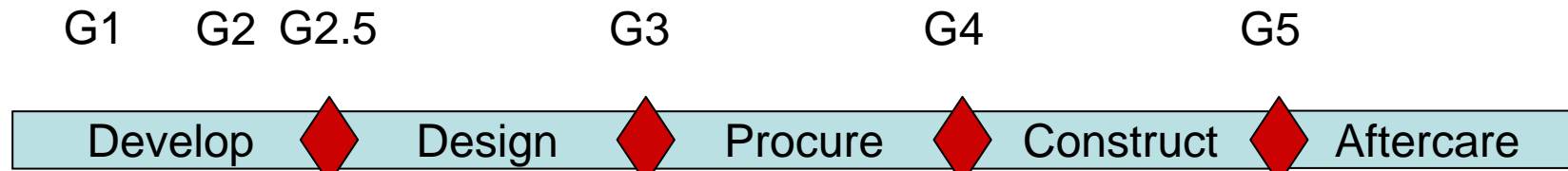
KEY IMPROVEMENT TOOL - KIT

- KIT is essentially a web based customer satisfaction questionnaire
- Individuals score the project team's performance – promoting the integrated team





KEY IMPROVEMENT TOOL - KIT



Record & report any generic issues to Hertford office 'Best Practice' team

- Carry out survey – 360 degrees – **All project team score**
 - Continuously forecast KPI PMS results
 - PM & Best Practice Core Team analyse the results in various dimensions
 - Communicate to whole team
 - Agree and implement corrective action
- then:
- Hit the 'Customer Satisfaction' killer KPI

All the project team means the 'end user client'
 Project Sponsor
 Project Manager
 Designers/Consultants
 Contractors
 major sub-contractors
 e.g. M&E, Crossbrooks
 etc

Anonymous!



BIW

