Operational processes linked to performance measures

High level Process Vision Strategy

Business Management & Support Processes

Contract award

Contract complete

Project award

| Workflo CRM | Estimat | Planni | Extranet Xtracker | Accounts |

IT systems

BBIS "Pathfinder IMS"

Control/Share Point portal

Internal

Remote access

Client and partners
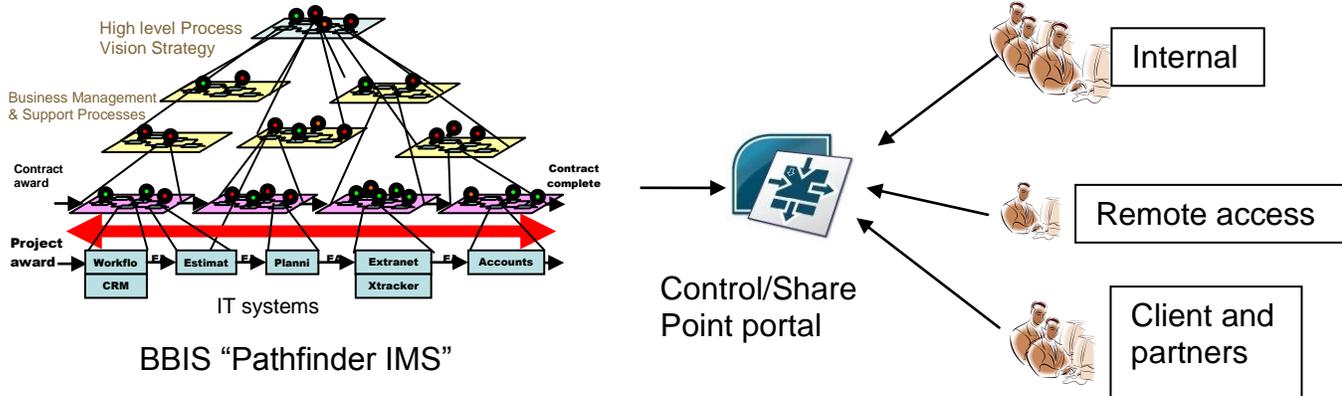
Implementing a web based solution to improve operational processes and business performance

The results

Balfour Beatty Infrastructure Services implemented an off the shelf web based process and performance management system to improve the operational efficiency of their business. Staff have quick access to the information, procedures and systems they need to undertake all tasks efficiently and to the correct standards. The web based solution allows staff, clients and partners access to the information wherever they are working, and provides a platform for continuous improvement.

BBIS considers that implementing the system throughout the company has brought consistency to the business and will be the foundation of improved performance throughout the company.

The Benefits

- Consistency of service delivery to clients
- Improved operational performance
- Cost savings from improved operational efficiency
- Time saving on accessing single source of information for operational procedures
- Clearly defined roles and responsibilities
- Transparency of cross functional process definition

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Background

BBIS is part of the Balfour Beatty Group, an £8.4bn plc employing over 35,000 staff around the world. The group operates in the engineering and construction sector to 'create and care for essential assets'. BBIS has specialist skills in the provision of transportation infrastructure solutions, with a particular focus on highways management and maintenance. BBIS operates a number of long term contracts for central and local government clients throughout the UK, a number of which are operated in joint venture.

Despite significant growth the BBIS Board recognised that to expand further, the company needed to operate more consistently and efficiently across all contracts – making the linkage between BBIS strategic objectives and 'the way we work'. This meant capturing best practice and disseminating this information to other contracts quickly and efficiently.

The approach

Initially BBIS started to develop an in-house Information Management System principally to understand what their real requirements were. Once these had been established they then looked at a range of providers and solutions before selecting Pearce Consulting Limited (PCL) and Nimbus control-ES ("Control") as the best fit for current and future needs. During the evaluation it was quickly recognised that using PCL's knowledge of implementing Control in other companies in the construction sector together with the functionality of the Control software would be far more cost effective than continuing in-house bespoke development.

The implementation was driven from senior management and an implementation plan drawn up using Control to demonstrate its capabilities and ease of use. PCL trained a core team of in-house process workshop facilitators and over 40 process authors, from the contracts and central office departments. This new approach to "process capture" soon proved much quicker than previous ways of working. Subsequently the core team was able to analyse and suggest ways to improve process flow using lean techniques or introducing processes automation. The core team along with the HSEQ department helped the contracts integrate the compliance requirements into the core process, flagging up key control points within the process. With the Control system Quality and Safety are integral with the core process and not viewed as a 'bolt on'.

Benefits achieved

- Consistency of operational process being consolidated across all contracts
- Transparency of ownership of cross functional processes
- Improved efficiency of operational processes
- Easier maintenance and dissemination of compliance requirements for HSEQ across all contracts
- Reduced costs for maintaining the IMS system
- Provides the tools to empower staff to improve performance

Key Lessons

- ➢ Ensure project is supported by senior management
- ➢ Assign project champions from each contract/department and ensure they are represented on the working committee
- ➢ Regular promotion of the project to staff so they understand what benefits they will get
- ➢ Plan and promote the rollout in phases and on a team by team basis
- ➢ Provide appropriate training in the use of the system and the content of the processes /performance system to all staff.

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