



## Case study

**Name:** Bureau Veritas UK  
**Sector:** Testing, inspection and certification services (Professional Engineering)  
**Location:** Manchester based, client UK wide

## Bringing the art of the possible to Bureau Veritas UK's HSI Division

Bureau Veritas provides specialised services in testing, inspection, and certification. Operating globally across a variety of sectors, it is a business-to-business-to-society organisation. It assists clients throughout the lifetime of their assets, products, and infrastructure, helping them assure quality, reduce costs and risk, as well ensure the maximum efficiency of plant, and operational facilities.

The HSI division provides a range of consultancy and testing services including Water (legionella testing), Asbestos testing, Fire assessments, CDM, Food Hygiene and Health and Safety policy advisory services. The division employs approximately 120 staff comprising circa 60+ field based consultants spread across the UK and 20+ support staff providing planning, report writing and invoicing services.

Following a recent successful engagement that transformed the performance of their Mechanical division, there was a desire to also maximise productivity within the HSI division to enable the forecasted growth plans and to improve profitability.

### Key challenges

- Desire to enhance the effectiveness of current Management Operating System to improve SLA performance, margins and maximise the quality of service delivered
- Previous planning process was leading to unnecessary costs associated with travel and under-utilisation of consultants
- Significant wastage observed, which was within the control of the division to reduce and improve upon
- Previous planning process was leading to unnecessary costs associated with travel and under-utilisation of consultants

### Key gains

- Significant savings through more effective resourcing
- More efficient and simplified planning process
- Greater visibility and accountability of work completed across all functions within the division
- Enhanced visibility of problem areas and decision-making based on real and accurate data rather than gut feel
- Daily performance reporting to provide managers with actionable views of individual and team performance
- A true view of availability of consultants, their utilisation and performance and ultimately capacity within the business to inform strategic business decisions



## Introduction

Whilst the HSI division was stable and generating profit, senior management recognised there was an opportunity to enhance margin. Revenue opportunities had been lost through ineffective project administration and change control. In addition, a poor interface between the sales and operations teams meant the quote process was often too slow and cumbersome.

Planning was time intensive and non-standardised/inconsistent within the business unit. There was a recognition of a significant opportunity to improve the style of management in order to drive consultant productivity levels. In addition, more effective and meaningful performance metrics were required to support management in optimising the cost to deliver.

As a first step, Managementors was invited by Steve Lea, Divisional Director UK, to carry out an in-depth analysis of the operation, looking at the planning and delivery of inspections.

“I really liked what we had done with the Mechanical project” said Steve. “I knew Mechanical had challenges, but I knew HSI had more challenges, so it seemed even more beneficial to ask you guys to look at this more complex division.”

The initial findings were presented to the Senior Management team through a series of presentations and discussions. In carrying out an operational analysis, Managementors sought to identify reasons for the non-achievement of optimum performance and, wherever possible, translate this into a quantifiable recoverable opportunity.

What was uncovered in the review confirmed that there was substantial opportunity for improvement and identified the key issues impacting the performance of the operation. This helped to establish the core objectives of Project Redgrave:

- Increase the performance of the business through improving processes, planning and the existing Management Operating System (MOS)
- Refine and refocus managerial roles, behaviours and structure
- Enhance the end-to-end process to deliver services in a more controlled, timely and cost effective manner



“

*“We were able to better understand our resourcing, stop recruiting and improve visibility. It definitely stopped us making mistakes.”*

Steve Lea, Divisional Director UK

”

## The Challenge

“Managementors got the ball rolling in helping us to identify areas of improvement that we had to deal with in order to create the right platform for the business moving forward” explained Steve.

“Once the Managementors team had begun the project and started to put clear and accurate controls and reporting in place, it became more apparent that the lack of visibility and control over the operation was a key issue.”

Whilst some consultants had complete automation over their weekly schedules, a significant number of them had limited meaningful performance reporting and management. Operations Managers were spending more time than necessary on sales and business development, and not focusing on managing and driving the performance of their teams. Whilst this was a key factor in lower productivity, Senior Management had limited visibility of this, making it hard to drive improvement.

## Approach and Outcomes

One of the key objectives of the project was to improve the effectiveness of the Planning function, to ensure that the consultants were set up for success. This required full schedules with easy access to all of the information required to do their job effectively. Through critical observations, using activity lists, and a detailed process workshop, significant variations and inconsistencies were found in the time and quality of this planning process, with one business unit (BU) taking just a few days to complete planning compared to another completing this task in a fortnight. Taking best practice and learning from all of the planners, a simplified and streamlined process was developed, trialled and formalised. The timescale of the entire process was significantly reduced and inconsistencies across the BUs were eliminated, making the whole planning function easier to manage. This offered clients an improved experience through greater knowledge of when the consultants were going to arrive.

To further improve the performance of the planning team, a Planner ‘Standard Week’ was developed, which provided more structure to the working day and enabled the focus to be set on key and/or priority activities. The planners enjoyed having clarity on what was expected from them on a day to day basis and it enabled clearer, more focused management of the team against specific plans.

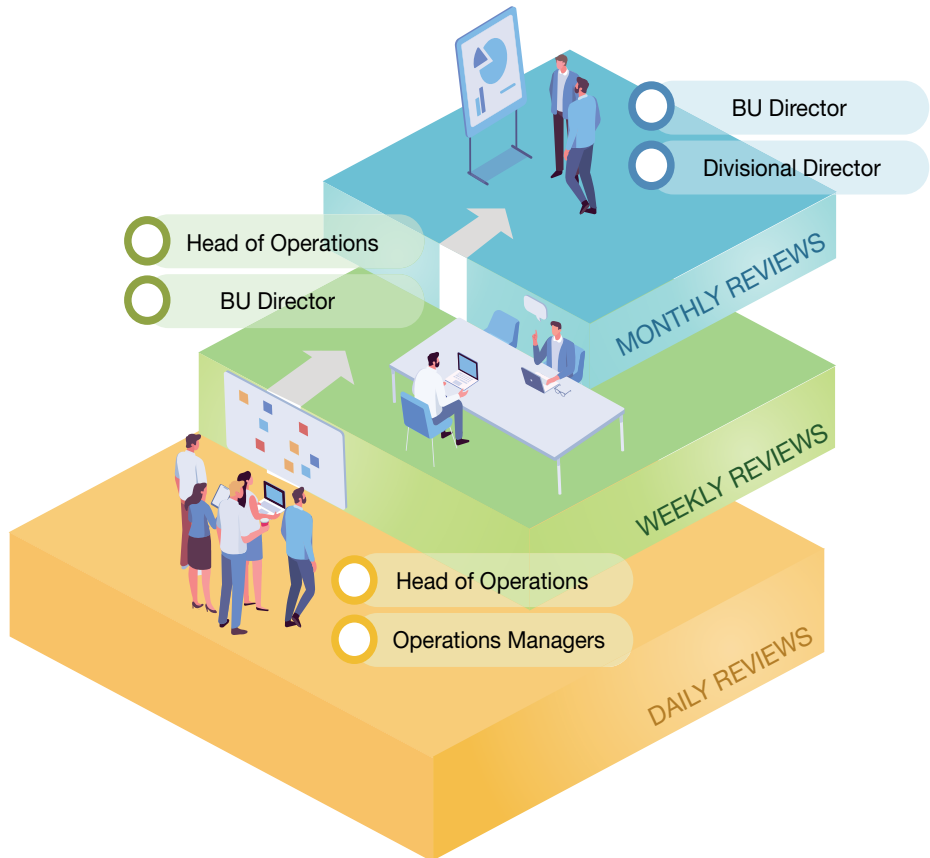
With planning under control, the focus shifted towards ensuring the operation had the correct level of resource for the forecasted workload, sales pipeline and performance levels. A tailored Resource Forecasting Model was developed to determine the number of consultants required, quickly and simply. This was driven by variables agreed with Sales, Planning and Ops, such as sales confidence levels, forecasted improvements in performance, staff availability and attrition - all of which were easily changed to enable the modelling of different scenarios. The tool enabled robust and confident decision making on resourcing levels and was key to closing multiple open vacancies across the BU and therefore avoiding unnecessary costs.

In the initial stages of Project Redgrave, the team implemented a number of 'quick win' activities. The 'quick wins' included a simple and effective issue capture methodology that empowered consultants to raise issues that they face on a job-to-job basis, and gave managers the power to resolve them and remove frustrations of their teams. Timesheets and reporting processes were changed to drive and generate an improved operational performance report that gave daily visibility of consultant performance.

This was a critical success factor for the project. Through the creation of new processes and better utilising the available systems to collect the right data, it allowed managers to become more empowered to challenge and influence the performance of their teams, and most importantly, make them more accountable for it too. By developing the performance dashboard with the end users, alongside the training and introduction of the new processes and active management approach, there was an increase in trust and ownership of the data throughout the management structure. It included new measures such as effectiveness and productivity alongside the pre-existing utilisation performance measure, enabling the business to better understand true performance. By incorporating margin, which was previously reported separately, the link between operational and financial performance was clear and key decisions could be made with a complete view of the KPIs.

The Operations Performance Report was supported by a robust review structure, focused on performance improvement and issue resolution.

**Review Structure**





This revised review structure enabled a greater level of accountability of performance at the right levels, encouraging the whole management structure to work towards central common goals.

Another extremely powerful tool used to support strong change management was the management DILo (day in the life of) programme which involved stakeholders at different levels critically observing and analysing different areas of the business. In the case of Project Redgrave, it enabled managers to fully understand the challenges and frustrations of their staff, observe the amount of waste in the operation first-hand, and to fully realise the potential to optimise multiple elements across the division and improve consultant productivity.

Underpinning everything from planning and performance reporting to resource forecasts and target setting, were Planning Guidelines (PGLs). They enabled the operation to generate more reliable forecasts and make more accurate decisions around the allocation of resource to deliver the workload accordingly, serving as a benchmark to control performance against, and make clear where the opportunity for improvement is.

To ensure all these key changes landed and embedded effectively and sustainably, the development and training of the key operational managers across HSF (Health, Safety and Fire), IAWQ (Indoor Air and Water Quality) and Asbestos was a continuous process throughout the project. It comprised both one-on-one, 'on the floor' coaching as they carried out the day-to-day requirements of their role, along with formal training workshops. Participants of the formal training sessions were encouraged to share experiences around issues as well as best practice, always keep an open mind, use the opportunity to understand the impact we have on one another and build relationships.

The project team worked hard to challenge the status quo, identify various opportunities across the division whilst implementing the solutions required to drive performance across the operation. By providing detailed analysis and greater insight into roles and processes, the structure and headcount was optimised through creating effective resource models and developing powerful performance metrics. This was also supported by instilling the necessary accountability and a toolkit for management to have better visibility of performance and more control of the operation, enabling better decisions to be made to protect margin.



Contact us to find out what Managementors can do for you

**Call +44 (0)1256 883939**

[e enquiries@managementors.co.uk](mailto:enquiries@managementors.co.uk)  
[w www.managementors.co.uk](http://www.managementors.co.uk)