



Industry: Mechanical & Electrical

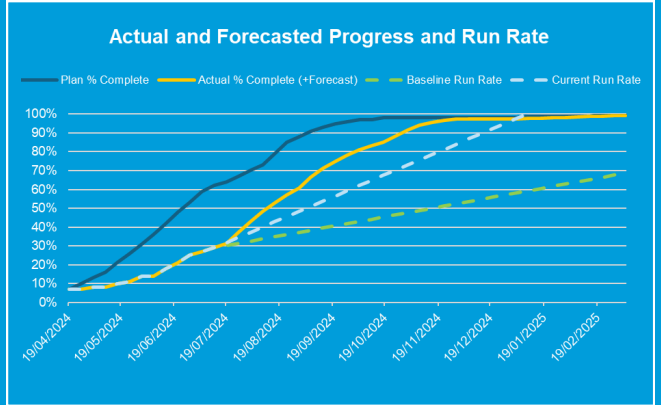
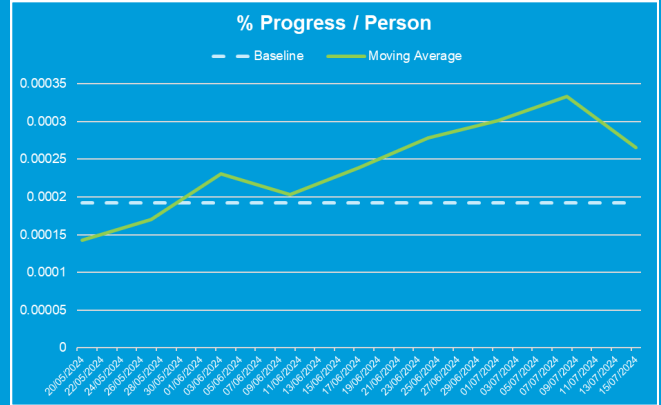
Project Type: Project Management / Contract Management

Duration: 14 weeks

Location: Sunderland, Tyne & Wear



Featured Results



The Challenge

SES Engineering Services (SES) are the Mechanical and Electrical partner responsible for delivering all such required works for a gigafactory project in Sunderland, Tyne & Wear, which will deliver an EV battery production plant plus office space when completed. Due to a number of complex challenges, SES was looking for solutions to deliver this project on time, so they agreed to conduct an analysis across both office-based and site-based team members to target areas where improvements could be made. The areas for improvement identified included:

- Improving the management of subcontractors to ensure delivery on-time and to a quality standard
- Smoothing out inefficiencies with vital working processes to ensure better forecasting, planning, control, review and reporting
- Enhancing granular visibility of on-site works, to enable accurate target setting and progress against programme reporting
- Implementing a review structure from 'top-to-bottom' and 'bottom-to-top' that ensured concise and clear review and issue escalation
- Shifting the meetings culture for office-based staff so that any meetings held would have meaningful impact and add value to the project

Sizeable shift away from a 'meetings for meetings sake' culture for office-based staff with less time talking about issues and more time resolving them

Significant reduction in forecasted delays through improving performance which was now visible through clear progress against plan and run rate reporting

On-site Supervisors empowered and enabled to set targets, measure & manage performance and hold subcontractors to account

A robust and joined up review structure developed and implemented with a focus on performance against plan, raising and resolving issues and taking action to improve

Our Solution



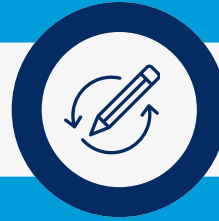
Collaborated with SES Supervisors and PMs to develop and roll out a method to **log actual activities completed and resource levels on-site vs the agreed plan**



Enhanced short-term planning by ensuring full agreement and visibility between SES and subcontractors of the two-week lookahead plan detailing their work, resource levels and contingency work to minimise downtime



Developed visualisation of work package 'run rates', enabling management to clearly see the impact of day-to-day performance on the overall programme and progress against it through clear and easy to use dashboards



Built and implemented a comprehensive review structure that prioritised focus on performance and allowed for critical issue escalation



Produced a series of materials that set out **'what good looks like'** for effective meetings and scoring mechanisms where this could be recorded and analysed



"The main improvement for me is certainly the planning of the meetings and them actually having a purpose. People are going in with the right mindset – 'this is what I need to get out of it and this is what I need to achieve.' People are now forward planning and questioning whether they've achieved their individual goals. The Managementors team have really implemented the basics, **properly.**"

Mark Gibson
Project Director, SES Engineering Services



Key Benefits

- Developed effective units of measurement that Supervisors could record and measure subcontractors against – enabling them to effectively manage and drive performance
- Empowered Supervisors and PMs to hold subcontractors accountable for hitting targets, resourcing their work packages in line with the plan and providing 'catch-up' planning if they were deficient in these two crucial areas
- Created 'run rate' dashboards that could be used to measure actual Work Package performance against plan, informing any decision-making and prioritisation in a structured way
- Developed and embedded a Regular Review cadence across the team, ensuring a tight focus of on-site performance was always kept
- Revised meeting governance materials developed and made available and visible to all SES staff, and in all meeting rooms, including enhanced action logs and scoring criterion

Who did we work with?

- Operations Managers
- Senior Project Managers
- Project Managers / Work Package Managers
- Senior Site Engineers
- Site Engineers / Black Hat Supervisors

Managementors works in partnership with our clients to deliver customised solutions that resolve their most significant performance challenges and leave a lasting legacy of performance improvement. Whether it's tackling operational or change issues head on, or improving output across the service delivery organisation, we provide the insights, techniques and skills transfer that make a sustainable step-change in productivity possible.

