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# Get It Right Initiative

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Reducing Errors and Improving Quality  
Presentation to CE SW & Midlands

17<sup>th</sup> November 2020

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# Get It Right Initiative

Improving value by eliminating error

A Strategy For Change



Initial research report:  
**Strategy for Change**

**GIRI**  
Get It Right Initiative

# The Research Project

- To identify the costs of error, the parts of the process where they happened and the root causes.
- Grounded Theory analysis and strict confidentiality rules
- Literature reviews and desk research to find out what has already been done in the area
- Review of data provided by companies
- Interviews with senior construction professionals
- Online questionnaire (143 responses)
- Delphi style workshops with industry experts to rank the results of the and to assess the relative financial impact

<https://www.youtube.com/watch?v=QreDy-TAuFg&t=2s>

**GIRI**  

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**Get It Right Initiative**

- **Which areas of construction have the costliest mistakes?**

**Please use the Q&A function**

# Areas in which cost of error is greatest

- Concrete Works
- Mechanical Systems
- Facades / Cladding
- Electrical Systems
- Finishes
- Roofing
- Basement Waterproofing
- Setting Out
- Drainage
- Drainage to Completed Works
- Steelwork Coatings
- Piling
- Roads & Pavements

Root causes of error

**What do you think are the most likely root causes of error?**

**Please use the Q&A function**

# Root causes of error

- Inadequate planning (from task through to project level)
- Late design changes
- Poorly communicated design information
- Poor culture in relation to quality
- Poorly coordinated and incorrect design information
- Inadequate attention paid in the design to construction
- Excessive commercial (financial and time) pressures
- Poor interface management and design
- Ineffective communication between team members
- Inadequate supervisory skills





# GIRI Aims and Objectives

- Create a culture and working environment to get it right from the start.
- Change attitudes and harness leadership responsibility to reduce error and improve quality and productivity.
- Engage all stakeholders in eliminating error from inception, through operation, to completion.
- Share knowledge about error reduction processes and systems.
- Improve skills across the sector creating a positive approach to pre-empting error.

# GIRI

# Strategic Aim of GIRI

To improve construction productivity  
and quality by eliminating error.

# GIRI Strategic Priority Themes

- Deliver a strategic awareness **campaign** to improve sector attitudes to error
- Develop and implement an error reduction **skills programme** across the sector
- Develop improvements to **processes, systems and technology** to remove error
- Provide opportunities for members to **share** experience and network

## Current GIRI membership

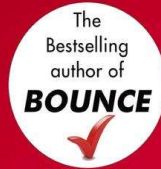
56 members including:



# GIRI

# Get it Right or Is it Right?

# Culture



Matthew Syed

Black

'Highly persuasive'  
*Daily Mail*

THE SUNDAY TIMES BESTSELLER

Box

'Will transform your  
entire perspective'  
*The Times*

Thinking



Marginal Gains  
and the Secrets of  
High Performance

**GIRI**



# Virginia Mason Hospital Seattle

- 2002-2013

- **74%** Reduction in  
Liability Insurance  
Premiums

**GIRI**

# Persimmon Findings of Independent Review

Led by Stephanie Barwise QC

The problem Persimmon has encountered with missing/improperly fitted cavity barriers is a systemic nationwide problem, which is a manifestation of **poor culture** coupled with the lack of a Group build process (a rigorous regime of Group controlled build, based on clear drawings and specifications supported by an appropriate supervision and inspection regime).

# Campaign

- On line Webinars in the UK and Ireland with audiences in USA and Australia
- International conferences across 5 continents
- Seminars and Workshops
- Website and Social Media
- ICE Learning Hub
- Supply Chain School –Getting It Right First Time

# GIRI

# What some of our recent delegates have said

- Quality at the very least to be given a place at the table in project inductions.
- Slow down and plan how we will record and prove we have done it right.
- Ownership and responsibilities
- You go to jail for not complying with ISO 45001 or 14001 **but not ISO 9001**

# GIRI

# Supply Chain School E-Learning Module



# Skills Development

[GIRI Training Video](#)

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# Background

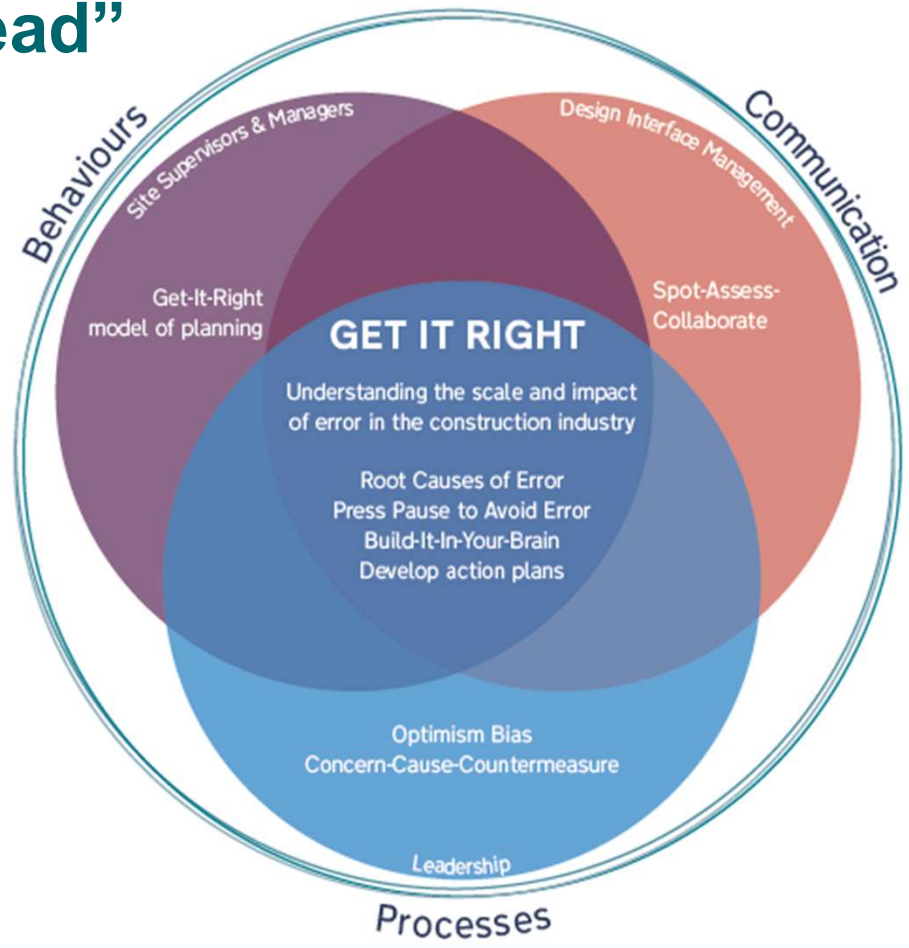


- GIRI Research: identified root causes of error in construction
- 2017: CITB Launch £500K Productivity Commission
- £315K secured by GIRI members for 3 skills projects:
  - Leadership skills (Led by Kier)
  - Supervisor and Manager Skills (Led by VINCI)
  - Interfaces (Led by Berkeley)
- Projects completed - end of 2019

# GIRI



# “Golden Thread”



# GIRI

## Press pause – to avoid error



- *“The drawings have only just been issued and have a lot of detail, we’re likely to make errors if we start constructing this part before I’ve been able to build it in my brain... I think we need to press pause to avoid error”*
- *“The subcontractor seems to be working in a sequence I wouldn’t have expected, I don’t think he’s had a chance to build it in his brain. I just want to check... let’s press pause to avoid error.”*

## Outcomes

- **7 GIRI training courses** developed
- Associated **Train the Trainer** modules
- Piloted over **18 months**
- Delivery of **128 courses** to **918 attendees**
- **60 +** organisations
- Evaluation showing consistently **high levels of satisfaction**
- All courses are approved for **CITB Grants**



# GIRI

# Training to Get It Right

## CITB Approved Courses

- Supervisor and Manager Training
- Interface and Design Management Training
- Leadership Training

# Feedback

*“This course was the best I have been on in my entire career at XXX...”*

*“...It is relevant not just to construction but to pretty much all other businesses and business processes...”*

*“...the way the course was structured and presented brought the key messages across in the most effective way. Practical exercises were relevant and appropriate and were designed so that all participated and no one individual was allowed to dominate.”*

*“I can only imagine the impact on [Multi £Bn mega-project] if we had implemented some or all of the concepts in the way the course proposed.”*

*“The exercises identified real world roots of errors and brought interesting discussion to the table”*

# GIRI

# Next Steps

GIRI accredited training available to the industry



## Now

- Delivered by GIRI Training and Consultancy

## Soon

- Via third-party GIRI Approved Training Providers
- Trained trainer schemes for in-house delivery by GIRI Approved Trainers

**Maximise impact** on productivity and profitability

# GIRI

# Get It Right Initiative



A Guide to Improving Value  
by Reducing Design Error

# A Guide to Improving Value by Reducing Design Error

1

## Culture

Every project needs a clearly defined intent, a consistent focus on outcomes and the project team to work seamlessly together and adopt the process of back-briefing.

2

## Increased Investment

Increased investment in design reduces project error.

3

## Robust Approach

A clearly defined and well managed design process should be established at the start of a project, and involve all key members of the project team.

4

## Collaboration

Every project will benefit from collaboration, and effective collaboration will lead to more successful projects with fewer errors. It is up to clients and leaders across all disciplines to act to enable collaboration to take place. The adoption of a Partnering Charter should be a key goal at the start of any project.

5

## Plan

Develop a comprehensive project specific plan of work.

6

## Brief

The briefing process is fundamental in defining Client needs and expectations, and requires sufficient time to be completed in collaboration with all relevant parties.

7

## Information

Correct and well communicated design information is integral to successful communication between Designers, Clients and Contractors.

8

## Stakeholder Management

Time invested in understanding stakeholder needs and the Client's sign-off and approval process is never wasted.

9

## Opening Up & Closing Down

'Opening-Up' and 'Closing Down' a project allows for all creative thinking and key decision making to be carried out and completed in good time prior to preparation of subsequent production information. This reduces the necessity for change and hence the opportunity for errors.

10

## Contractor Input

All projects, regardless of the form of contract or procurement, would benefit from Contractor advice at the design stage. This should be encouraged and would lead to a reduction in design errors.

11

## Handover

If a comprehensive set of information is produced at the handover stage and communicated and reviewed effectively, then the design is less likely to be misinterpreted, resulting in fewer errors.

12

## Guiding the Design Team

Introduction of an Independent Principal Consultant as the 'controlling mind' for design development is critical to ensure that design-related communications are robust, co-ordinated, and well managed.

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7

## Information

Correct and well communicated design information is integral to successful communication between Designers, Clients and Contractors.

# Harnessing Technology to Eliminate Error

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# GIRI Technology Report 2018

## Recommendations:-

1. Offsite Manufacture;
2. Standardisation;
3. Improved Construction Processes;
4. Error-minimising Components.
5. Automation.

## Error-minimising components Poka-Yoke



- Factory checked, pre-assembled reinforcement cages
- Plug-and-play wiring looms
- Proprietary fixing systems for cladding panels and brackets
- Pipe-jointing systems-Maybe!

# Harnessing Technology to Eliminate Error

- Greater collaboration between design consultants, contractors and specialist contractors to incorporate ALL construction details throughout the BIM models
- Provision of practical, easy-to-understand information about construction details for site workers, accessible on mobile devices
- Visual aids for site workers derived from BIM models and other software applications
- Software applications to record inspections of work
- Real-time, as-built survey information

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# Harnessing Technology to Eliminate Error

## GIRI Technology Working Group – Case Study Research Proposal

GIRI's initial Research Report identified the root causes of error in projects. The root cause ranked third out of the top ten causes was 'Poorly communicated design information'.

Research Proposal: Carry out case studies into the current use of technology to communicate design information at construction stage to personnel on site.

The purpose of the research is to find out what technologies are being used on projects to ensure that clear, concise and correct information is easily accessible to people carrying out construction work on site, and this information contains everything that is needed to complete the work correctly.

# GIRI

**UNIVERSAL METRIC FOR  
ERROR**

**Error Frequency Ratio  
(EFR)**

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# Error Frequency Ratio

- **SIMPLE**
- **TRANSPARENT**
- **CONSISTENT**
- **UNIVERSAL**



# Statutory Obligations

## The Building Safety Bill

A large concrete dam with a crack and a pile of coins. The dam is made of grey concrete blocks. A crack runs diagonally across the dam. A pile of coins, mostly blue and green, is visible on the right side of the dam. The background shows a road and a small building.

Press Pause to Avoid Error

How will we behave tomorrow?

We cannot afford **not** to change the way we do things

Working together to eliminate error,  
by industry, for industry.

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